



Please reply to:

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Date: 27 June 2025

Notice of meeting

Corporate Policy and Resources Committee

Date: Monday, 7 July 2025

Time: 7.00 pm

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

To the members of the Corporate Policy and Resources Committee

Councillors:

J.R. Sexton (Chair)

C. Bateson (Vice-Chair)

M.M. Attewell

M. Beecher

J.R. Boughtflower

J. Button

D.C. Clarke

S.M. Doran

R.V. Geach

M. Gibson

K.M. Grant

K. Howkins

M.J. Lee

S.C. Mooney

L. E. Nichols

H.R.D. Williams

Substitute Members: Councillors M. Bing Dong, S.N. Beatty, H.S. Boparai, M. Buck,
S.A. Dunn, A. Gale, K.E. Rutherford and
D. Saliagopoulos

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

Spelthorne Borough Council, Council Offices, Knowle Green

Staines-upon-Thames TW18 1XB

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Agenda

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1. Apologies and Substitutes

To receive apologies for absence and notification of substitutions.

2. Minutes

5 - 16

To confirm the minutes of the meeting held on 12 May 2025 as a correct record.

3. Disclosures of Interest

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

4. Questions from members of the Public

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

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

5. Annual Key Performance Indicator Report 2024/25

17 - 90

Committee is asked to consider and agree the Key Performance Indicators (KPIs) annual report for 2024/25.

6. Agreement of Nominations for Commercial Assets Sub-Committee

91 - 100

Committee is asked to agree the proposed members of the Commercial Assets Sub-Committee.

7. Appointment of Charity Trustees - Staines Parochial Charity

101 - 106

Committee is asked to agree the re-appointment of Daphne Harman as a Charity Trustee for a further period of four years as requested by the Charity.

8. Appointments to Outside Bodies 25-26

107 - 110

The Committee is asked to consider and agree the nominations received for member representatives on the outside bodies as outlined in Appendix A..

9. Minutes of the Reorganisation and Transformation Board

111 - 114

To acknowledge the minutes of the Reorganisation and Transformation

Board meeting held on 14 May 2025.

10. Forward Plan

115 - 120

To consider the Forward Plan for committee business.

11. Urgent Actions

To note those urgent actions which have been taken by the Chief Executive in consultation with the Leader since the last Corporate Policy and Resources meeting on 12 May 2025.

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**Minutes of the Corporate Policy and Resources Committee
12 May 2025**

Present:

Councillor C. Bateson (Vice-Chair)

Councillors:

M.M. Attewell	R.V. Geach	N. Islam
M. Beecher	M. Gibson	M.J. Lee
J.R. Boughtflower	K.M. Grant	L. E. Nichols
J. Button	K. Howkins	H.R.D. Williams

Substitutions: Councillors S.N. Beatty

Apologies: Councillors J.R. Sexton, S.M. Doran and S.C. Mooney

49/25 Apologies and Substitutes

Apologies were received from Councillors S Doran, Mooney and Sexton.
Councillor Beatty attended the meeting as substitute for Councillor S Doran.

50/25 Minutes

The minutes of the meeting held on 24 April 2025 were agreed as a correct record.

51/25 Disclosures of Interest

Councillor Attewell declared that she was also a Surrey County Councillor.
Councillor Nichols declared that he sat on the Knowle Green Estates Board of Directors.

52/25 Questions from members of the Public

There were no questions from members of the public.

53/25 Minutes of the Reorganisation and Transformation Board

The Committee **resolved** to acknowledge the minutes of the Reorganisation and Transformation Board.

54/25 2024-25 Budget Carry Forward Requests

The Committee queried the Capital Programme carry forward figure in respect of the Car Park Management System update in the Elmsleigh Car Parks and requested more information with regard to when the Contract would be completed and signed. The Committee were advised that full details would be provided by email to all Committee members.

The Committee **resolved** to agree and approve the requests for the 2024/25 Revenue and Capital expenditure to be carried forward to 2025/26 as follows:

- a) The Revenue carry forward requests totalling up to £24,291 as set out in Appendix A to the report; and
- b) The Capital carry forward requests totalling £3000,00 as set out in Appendix A to the report.

55/25 2024-25 Capital Outturn

The Committee queried the £150k that had been budgeted for the former Decathlon Unit in the Elmsleigh Centre that was no longer needed due to the space being used as a Surrey County Council Library. Officers were asked to consider using this amount for the relocation of the museum.

The £500k overspend on the Eclipse Leisure Centre was queried and further details were requested by the Committee.

The Committee **resolved** to acknowledge the Capital Outturn of £463k projected overspend against the Council's Estimated Capital Programme for 2024/25 as at 31 March 2025.

56/25 2024-25 Revenue Outturn

The Committee queried the level of reserves for the National Non-Domestic Rates (NNDR) and asked if comparable figures could be provided for the level held by other Local Authorities.

The Committee **resolved** to acknowledge the forecast outturn for 2024/25 as at 31 March 2025 and approved the following:

1. The £3,112k underspend for the year to 31 March 2025, before the recommendations below, as set out in table 2.1 of the report.

2. Approve the following transfers to reserves:

- a) £2,300k to Business Rates (National Non-Domestic Rates) Equalisation Reserve; and
- b) £812k to the General Fund Reserve

57/25 Sundry Debt Write offs

The Committee **resolved** to approve the Sundry Debt write off set out totalling £6,854.52 which relates to irrecoverable Bed and Breakfast and Independent Living High Needs accounts.

58/25 Second Home Premium

The Committee **resolved** to:

- 1. Approve the proposal for a premium on second homes Council Tax as in Appendix A of the report; and
- 2. Recommend to Council to agree the application of a Council Tax premium of 100% in respect of second homes with effect from 01 April 2027

59/25 Use of Commuted Sums

The Committee considered all the options within the report for the commuted sum usage and **resolved** to:

- 1. agree Options 1 and 2 as outlined in the report as their preferred options; and
- 2. authorise the Strategic Housing Lead to explore further the preferred options and to prepare a report for this Committee to consider and make a recommendation to Council.

Councillor Nichols advised that he would abstain from voting on this item due to him being a Director on the Knowle Green Estates Board.

The meeting was adjourned from 8.50pm
The meeting reconvened at 9.00pm

Councillors Geach and Gibson left the meeting at 9.00pm.

60/25 Freehold disposal of Ashford Cemetery Lodge

The Committee were advised that the property had been refurbished to provide good quality housing for a family on the Council's Housing Waiting

List. £80k of the refurbishment costs had been covered by Section 106 funding. It was envisaged that a family would be able to move into the property within four weeks if agreement was reached at this meeting.

Councillor Nichols advised the Chair that he would be abstaining during the vote due to him being a Director on the Knowle Green Estates Board.

The Committee **resolved** to:

1. Agree to the disposal of Ashford Cemetery Lodge to Knowle Green Estates for the provision of affordable housing at a sale price of £273,611.00; and
2. Delegate authority to the Group Head of Corporate Governance to complete any necessary documentation in connection with the disposal on the terms set out in the report.

61/25 Corporate Risk Management

The Committee were advised that work was currently being undertaken on this document to create a shorter, more focussed version. Report templates were also being reviewed with a view to changing them so that the risk element would be made more prominent so that Councillors were aware of all possible risks before making an informed decision.

The Committee **resolved** to note the significant strategic risks and issues highlighted in the report.

62/25 Forward Plan

The Committee **resolved** noted the contents of the Forward Plan.

63/25 Asset Investment Strategy 2025/26 (including Amalgamated Business Plans)

It was proposed by Councillor Boughtflower and seconded by Councillor Beecher to move the exclusion of Press and Public as members wanted to discuss confidential information contained within the appendices attached to the report.

The Committee **resolved** to go into a closed session in view of the likely disclosure of exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972 as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to Information) (Variation) Order 2006.

The Committee discussed the data included within the exempt appendices that outlined the current financial situation with regard to the Council's commercial assets.

The Committee meeting went back into an open session for members to vote on the recommendation outlined in the meeting.

The Committee **resolved** to approve the Asset Investment Strategy which set out the priorities and key focuses for proactive management of the Council's Investment and Regeneration Portfolio during 2025/26.

It was proposed by Councillor Boughtflower and seconded by Councillor Howkins to suspend Standing Order 38.4 to allow the meeting to continue until 10.30pm.

It was proposed by Councillor Beecher and seconded by Councillor Boughtflower to move the exclusion of the Press and Public for the following item (18), in view of the likely disclosure of exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972 as amended by the Local Government (access to Information) Act 1985 and by the Local Government (Access to Information) (Variation) Order 2006.

64/25 Urgent Actions

There were no urgent actions to be reported at this meeting.

65/25 Exclusion of Public & Press (Exempt Business)

It was proposed by Councillor Beecher and seconded by Councillor Boughtflower to move the exclusion of Press and Public to discuss the following confidential report.

The Committee **resolved** to go into a closed session in view of the likely disclosure of exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972 as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to Information) (Variation) Order 2006.

66/25 Local Authority Housing Fund (LAHF) Acquisitions

The Committee considered the proposed acquisition of 4 properties in the Borough that would provide 3 x 2 bedroom temporary accommodation and 1 x 4 bedroom house.

Councillor Nichols advised that he would abstain from the vote and wanted it noted in the minutes.

The Committee **resolved** to:

1. Approve the acquisition of the 4 properties as outlined in the confidential report,
2. Agree that the net cost would be financed by the application of capital receipts,
3. Delegate authority to the Group Head of Corporate Governance to complete any necessary documentation in connection with the acquisition of the 4 properties,
4. Approve the subsequent transfer of the properties to Knowle Green Estates (KGE) at the purchase prices stated in the report, net of the Local Authority Housing Fund (subject to KGE Board approval); and
5. Delegate authority to the Group Head of Corporate Governance to complete any necessary documentation to complete the transfer of the properties set out in the report to KGE.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Corporate Policy and Resources Committee



Date of meeting 12 July 2025

Title	<i>Annual Key Performance Indicator report 2024/25</i>
Purpose of the report	To consider and agree
Report Author	<i>Sandy Muirhead Group Head Commissioning and Transformation</i>
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	
Corporate Priority	Community Addressing Housing Need Resilience Environment Services
Recommendations	Committee is asked to: Consider and agree the Key Performance Indicators (KPIs) annual report for 2024/25.
Reason for Recommendation	Monitoring performance via KPIs ensures service delivery is meeting expectations, and these help us to monitor how well we are doing in delivering our corporate priorities.

1. Summary of the report

What is the situation	Why we want to do something
<ul style="list-style-type: none"> Across the Council services have key performance indicators which enable them to benchmark year on year or quarter by quarter depending on the KPI overall performance of the service. 	<ul style="list-style-type: none"> To ensure transparency in activities and performance To demonstrate delivery of services
This is what we want to do about it	These are the next steps
<ul style="list-style-type: none"> Need to ensure KPIs are reported across the organisation to demonstrate services 	<ul style="list-style-type: none"> To continue to monitor KPIs in appropriate timelines.

<p>performance and opportunities for improvement.</p> <ul style="list-style-type: none"> • Key KPIs are reported quarterly to Surrey Chief Executives allowing benchmarking locally. • To enable better presentation and monitoring of KPIs a dashboard has been in development for 2025/26 onwards. 	<ul style="list-style-type: none"> • Introduce the revised reporting system after Quarter 1 2025/26 • From Quarter1 2025/26 a new digital performance dashboard will be available on the Council's website. The CFO Insights tool from external auditors Grant Thornton will also be used to provide service benchmarking beyond Surrey. This was agreed at Corporate Policy and Resources Committee on 24 March 2025
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- 1.1 This report seeks to inform this Committee of the Key Performance Indicators (KPIs) reported within the Council to monitor service delivery for the fiscal year 2024/25.
- 1.2 KPIs are critical indicators of progress towards intended outcomes and help provide a focus for delivering strategic and operational improvements in the Council. The 2024/25 figures for the majority of KPIs clearly demonstrates good delivery in services though other factors including externalities may impact on some KPIs.
- 1.3 The Key Performance Indicators currently recorded are listed in the attached Appendices.
- 1.4 As reported to Corporate Policy and Resources Committee in March 2024 from Quarter 1 in the fiscal year 2025/26 a new reporting system will be implemented. There will be clear reports on the website which provide context for the KPIs and allow quarter on quarter tracking of performance.

2. Key issues

- 2.1 Key Performance Indicators across services have been monitored in the Council on a quarterly or annual basis (Appendix 1) resulting in a final annual summary. The resulting KPIs are colour coded where appropriate to provide guidance on whether they have been achieved or not.
- 2.2 Appendix 1 also addresses investment and asset KPIs used to monitor the relevant portfolios which are reported via Commercial Assets Sub Committee and Business Infrastructure and Growth Committee.
- 2.3 The exception to "internal" Council monitoring is for a suite (Appendix 2) of indicators reported quarterly across Surrey to the Surrey Chief Executives meeting and covers the annual results. This appendix provides comparative figures across Surrey for several key KPIs. We have used the Government's Data Explorer tool, for benchmarking against statistically nearest neighbours for 23/24 KPIs which includes the Surrey Councils Runnymede, Epsom and Ewell and Reigate and Banstead. However, this tool has not yet been updated by Government to provide 2024/25 data to allow further benchmarking.
- 2.4 In future reports from Quarter 1 2025/26 will include benchmarking results based on CFO Insights which the Council is in the process of implementing

and is the tool used by the external auditor Grant Thornton. This will help provide more information on the context for KPIs on the website as well as the quarterly figures. It will allow us to benchmark against our statistically similar councils. This new approach was agreed by CPRC in March 2024 (Appendix 3 full report and new templates/examples attached). This also includes a revised set of KPIs to ensure they are timely and smart. These agreed KPIs will enable service to monitor their performance but also their performance against others in specific areas. This will enable services to monitor and if appropriate look to improve their performance.

- 2.5 Within the annual Surrey Chief Executive KPIs the long-term sickness KPI is high compared to other Surrey authorities. However, for sickness a very few long-term absences in 2024/25 skew the figures and although attempts have made to harmonise the method of reporting these figures across Surrey there are still some reporting inconsistencies between authorities. The short-term sickness figures are good in comparison to others.
- 2.6 The turnover of staff has increased which may be a combination of reasons including opportunities elsewhere and initial indications of the future of Local Government.
- 2.7 The Planning team have performed exceptionally well for a long while against Government targets. The Government continues to invest in planning services and increases in fees helps ensure the right level of resource can continue to be secured to help maintain turnaround times.

The Housing Benefit team is performing well in relation to other Surrey authorities. The Council has the second highest number of residents across Surrey in temporary accommodation. This is for several reasons including developments not being implemented, lack of affordable accommodation due to the proximity to London, viability squeezing schemes and thus limiting what can be justified at the planning stage in terms of social housing, and Registered Social Landlords (RSL's) not wanting to develop or take on s106 affordable housing secured as part of a planning permission. Low numbers of void properties in social housing is an additional reason for high numbers in temporary accommodation.

- 2.8 Although businesses are impacted by cost pressures related to the cost-of-living crisis the business rate outturn was better than expected, whereas the council tax figure was below target, but we are aware of the difficulties some residents have in paying. As a result, we put in place payment plans to assist them e.g. paying over 12 months instead of 10. We are also aware that in 2025-26 business rates payers face additional cost pressures following the increase in National Insurance Employers contributions and for retail, leisure and hospitality ratepayers the significant reduction in business rates relief from 1st April 2025.
- 2.9 It should be noted that there are many factors that contribute to an individual KPI. For example, waste is one where there are limitations in the collection of dry mixed recycling. Fly tipping "pick up" times can be reduced if for example, fly tipped asbestos has to be dealt with by a specialist contractor. In these circumstances it cannot be removed as quickly as for other fly tips thereby "reducing" the service's delivery standards.

3. Options analysis and proposal

- 3.1 Option 1 (recommended) To consider and agree the KPIs in the Appendices and to make comments with respect to any areas of focus for improvements.
- 3.2 Option 2 not to agree current KPIs and seek change. Not recommended as most KPIs are in line with other local authorities so allowing benchmarking going forward.
- 4. Financial management comments**
- 4.1 There are none for this report.
- 5. Risk management comments**
- 5.1 Extenuating circumstances can mean key performance indicators are not achieved, and this will vary with the service concerned. For example, the cost-of-living increases may impact Council Tax collection rates. The team try to mitigate risks by putting in place payment plans but due to cost of living increases it has recently been reported that the number of households not paying their council tax has risen to 4.4 million, the highest amount in 14 years. The Local Government Association has said people often end up in arrears over council tax “due to complex circumstances or people already facing hardship.”
- 5.2 There is a risk that if Government changes to planning rules are implemented (for example removing time extensions that can currently be agreed with a developer to allow time for negotiations) statistics on performance may well drop. This situation will apply nationally. The team is actively looking at this to try and ensure their high performance is not reduced due to a functional change.
- 5.3 For any KPIs there is always a risk of legislative or societal changes which will impact on the KPIs. Services will look to mitigate these if feasible depending on the KPI concerned.
- 5.4 If poor performance is identified the causes will be identified and mitigating measures put in place to address the situation
- 6. Procurement comments**
- 6.1 The report covers KPIs for services and there are no procurement requirements.
- 7. Legal comments**
- .
- 7.1 There are no legal implications arising directly from this report. his report provides the data to enable this Committee to scrutinise the Council’s performance in 2024/25
- 8. Other considerations**
- 8.1 There are none
- 9. Equality and Diversity**
- 9.1 Any service should take account of any equality and diversity issues that impact on delivery of services and therefore on KPIs.
- 10. Sustainability/Climate Change Implications**
- 10.1 All services need to build climate change actions within their service activities to meet the Council’s corporate plan and climate change strategy actions and

targets. It is anticipated that further KPIs will be put in place for climate change as the programme of work grows and learning from other organisations can be used in identifying further relevant KPIs beyond measurement of annual greenhouse gas emissions by the Council.

11. Timetable for implementation

- 11.1 KPIs will be reported annually to Corporate Policy and Resources at year end with quarterly updates provided throughout the year where appropriate.

12. Contact

- 12.1 Sandy Muirhead Group Head Commissioning and Transformation.

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

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

Appendices:

Appendix A, Performance Indicator Spreadsheet

Appendix B Surrey CX benchmarking performance

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Surrey CX reported stat	Service	Committee and corporate priority	Indicator	Target	Time period to achieve target	Q1	Q2	Q3	Q4	Yr end total / average	Comments
	Accountancy	CPRC Services	% of undisputed invoices paid within 30 days	96%	Monthly	99.44%	98.89%	92.41%	96.71%	96.86%	
	Accountancy	CPRC Services	% of undisputed invoices paid within 10 days	55%	Monthly	63.37%	54.23%	69.98%	76.19%	65.94%	
	Accountancy	CPRC Services	Average number of days taken for an invoice to be paid	14 days	Monthly	6.32 days	6.99 days	13.65 days	7.96 days	8.73%	
	Building Control	E&S Environment	% of full plans applications dealt with within 8 weeks	100%	Annually	100%	100%	100%	100%	100%	
Y	Customer Services	CPRC Services	Council Tax collection rates	98.50%	Financial year	29.60%	57.70%	85.50%	97.40%		Cost of living increase impacting on domestic households. Cumulative target
Y	Customer Services	CPRC Services	National Non Domestic collection rates	98.80%	Financial year	34.10%	58.40%	85.30%	97.90%		Cost of Living Increase also impact on businesses
	Customer Services	CPRC Services	Sundry Debt Collection Rates	90.00%	Financial year	47.27%	61.80%	94.64%	80.68%		Recovery of sundry debts is a priority and a review has been undertaken with new processes now put in place.

Surrey CX reported stat	Service	Committee and corporate priority	Indicator	Target	Time period to achieve target	Q1	Q2	Q3	Q4	Yr end total / average	Comments
	Customer Services	CPRC Services	Reduce % of calls lost to 5% or below	5% by March	Financial year	3.70%	5.60%	4.80%	4.50%		
	Customer Services	CPRC Services	To reply to complaints within 7 working days	7 working days	Monthly	100%	100.00%	100%	100%		
	Customer Services	CPRC Services	Increase in take-up of Direct Debit for both Ctax and NNDR	1% on previous years figures	12 months				8% increase from last year		
	Customer Services	CPRC Services	Increase in electronic payments	3% on previous years figures	12 months	5.43% increase from last year		12% increase from last year			Ongoing work to encourage greater uptake of self serve
	Elections	CPRC Services	Annual calculation of the % of households registered compared to total number of households where people are eligible to vote	97%	Annually					94.0%	Available 1 December each year

Surrey CX reported stat	Service	Committee and corporate priority	Indicator	Target	Time period to achieve target	Q1	Q2	Q3	Q4	Yr end total / average	Comments
y	Environmental Health	CHW Environment	Ratio of food businesses with food hygiene rating scores of 3-5 compared to those scoring 0-2	92%	Annually	97%	97%	97%	97%		
	Environmental Health	CHW Environment	% of food businesses with food hygiene rating scores of 0-1 (this is a decreasing target)	4%	Annually	1.50%	1.50%	1.60%	1.00%		

Surrey CX reported stat	Service	Committee and corporate priority	Indicator	Target	Time period to achieve target	Q1	Q2	Q3	Q4	Yr end total / average	Comments
	Environmental Health	CWH Environment	Customer satisfaction surveys of officers' interventions – satisfied vs. dissatisfied (areas: food, H&S, housing, general service requests including nuisance, licensing activities [animal welfare, HMO licensing, PPC, gambling, premises, taxi])	90% satisfaction rate	Annually	Not available	Not available	Not available	Not available		Staff shortages meant unable to do the customer surveys due to reactive work
y	Housing Benefits	CWH Addressing housing need	Processing of Housing Benefit/Council Tax Benefit claims	25 Days	Annually	20.84 days	20.59 days	19 days	15.58 days		figures include housing benefit and council tax support
y	Housing Benefits	CWH Addressing housing need	Time taken to assess change in circumstances for Housing Benefit claims	7 days	Annually	2.04 days	2.21 days	2.29 days	1.46 days		figures include housing benefit and council tax support

Surrey CX reported stat	Service	Committee and corporate priority	Indicator	Target	Time period to achieve target	Q1	Q2	Q3	Q4	Yr end total / average	Comments
	Housing Options	CWH Addressing housing need	Number of households prevented from being homeless in quarter	180	Annually	48	58	53	74	233	<i>Includes homelessness prevention and PA1 E11 Definition</i>
	Housing Options	CWH Addressing housing need	Numbers of homelessness acceptances (i.e. number households where a full rehousing duty has been accepted by the council) Shows volume of new households requiring rehousing due to homelessness.	120	Annually	13	31	25	29	98	

Surrey CX reported stat	Service	Committee and corporate priority	Indicator	Target	Time period to achieve target	Q1	Q2	Q3	Q4	Yr end total / average	Comments
Y	Housing Options	CWH Addressing housing need	No. of households living in temporary accommodation		Quarterly	185	212	226	226		Number of all households in temporary accommodation at the end of the quarter. These are households in accommodation arranged by local authorities pending enquiries or after being accepted as homeless under the 1996 Act and as amended by the HRA 2018.
	Housing Options	CWH Addressing housing need	Number of duty accepted cases in temporary accommodation at end of quarter	100	Annually	99	119	139	152		This figure does not include 'homeless at home' cases where a homelessness duty applies but temporary accommodation has not been supplied.
	Housing Options	CWH Addressing housing need	Number of cases where homelessness duty has ended in quarter	100	Annually	8	5	11	16		This figure should not include 'homeless at home' duty discharge cases, given that they don't have a TA resource burden (but note that homeless at home cases will use final rehousing resources.)
Y	Human Resources	CPRC Services	Staff sickness absence – all sickness		Annually	8.37 days	10.36%	20.32 days	15.61 days		High levels which are result of skewing by a few long term sick staff
Y	Human Resources	CPRC Services	Staff sickness absence – short term		Annually	2.66 days	2.75 days	2.46 days	2.71 days		
Y	Human Resources	CPRC Services	Staff turnover		Annually	10.4%	9.63%	11.00%	14.00%		

Surrey CX reported stat	Service	Committee and corporate priority	Indicator	Target	Time period to achieve target	Q1	Q2	Q3	Q4	Yr end total / average	Comments
	ICT	CPRC Services	Helpdesk calls closed within 24 hours	% closed within 24 hours	Quarterly	62.11%	64.71%	63.92%	70.94%		
	Independent Living	CWH Community	Community Alarm calls answered within 180 seconds	95%	Annually	100%	100.00%	100.0%	100%		
	Independent Living	CWH Community	DFG Applications completed within 6 months	95%	Annually	100%	100%	100%	100%		
	Independent Living	CWH Community	Social Prescribing Clients contacted in 5 days of referral	95%	Annually	100.00%	100.00%	100.00%	100.00%		
	Independent Living	CWH Community	Maintain current MOW numbers	Margin of +/- 5%	Annually	-2.90%	2%	6.40%	10%		
	Independent Living	CWH Community	Maintain current OPAL numbers	Margin of +/- 5%	Annually	TBA	0.89%	0.17% **	16%		** Q3 = 0.17% (0.795)
	Land Charges	CPRC Services	Turnaround time for all searches – within three days or better	100%	Monthly	100%	100%	100%	100%		

Surrey CX reported stat	Service	Committee and corporate priority	Indicator	Target	Time period to achieve target	Q1	Q2	Q3	Q4	Yr end total / average	Comments
	Leisure	CWH Community	Run at least 20 community leisure activities in our less advantaged areas, working with community groups to deliver & promote these. Eg Club 4, Xplorer events, Walking for Health, free outdoor gym sessions, cultural lantern parade, arts workshops.	10 Community Leisure Activities	Annually	Refer to Note 1 at the end of the document	9 - walks 3 - cycle rides 2 – Xplorer (Kenyngton Manor Recreation ground) 2 – Kick Start Your Creativity (Ashford Youth Club) 12 – Stanwell Youth Dance Project	3 walks, 1 - Xplorer, 9 - Kickstart your Creativity (Ashford Youth Centre), 12 - Stanwell Youth Dance Project, 2 - Intergenerational Music Making, 1 - School Theatre Visits, 4 - Sunbury Common Lantern Workshops, 1 - Sunbury Common Lantern Festival	3 walks, 1 - Xplorer, 11 - Stanwell Youth Dance Project, 1 School Theatre Visits		KPIs have changed

Surrey CX reported stat	Service	Committee and corporate priority	Indicator	Target	Time period to achieve target	Q1	Q2	Q3	Q4	Yr end total / average	Comments
	Leisure	CWH Community	Number of vulnerable families who have been issued with subsidised vouchers for leisure activities.	200 families to be referred	Annually	N/A Scheme to be delivered in Q2	Vouchers allocated upon request and referral to 155 families for 224 individual children.	N/A	N/A		KPIs have changed
	Leisure	CWH Community	Research, public and stakeholder consultations to facilitate the development of the Leisure Strategy	strategy adopted	Annually	To be undertaken later in the year.	To be undertaken later in the year	Public consultation undertaken, Leisure Strategy approved by CWHC January 2025	Completed in Q3		Please note, new KPI's required in 2025/26 to reflect new Leisure Centre and processes
	Leisure	CWH Community	Sustain at least 95% of the pre COVID-19 annual Leisure Centre attendance figures.	341,595 at Sunbury Leisure Centre.	Annually	86275 – Sunbury 136159 - Spelthorne	82,866– Sunbury 132,507 - Spelthorne	14949 - Sunbury, 98748 - Eclipse	24,438 - Sunbury, 158,9118 - Eclipse		Refer to Note 2 at the end of this document

Surrey CX reported stat	Service	Committee and corporate priority	Indicator	Target	Time period to achieve target	Q1	Q2	Q3	Q4	Yr end total / average	Comments
	Leisure	CWH Community	Grant funding awarded within budget and in a timely manner as agreed by the Funding Panel	Funding paid out by May 2024	Annually	Met - Funding paid out by May 2024					
	Leisure	CWH Community	Shared Prosperity Funding utilised within given year.			To be confirmed at year end	To be confirmed at year end	To be confirmed at year end	Refer to Note 3 at the end of document		
y	Planning	E&S Environment	Speed of determining planning applications (majors)		Annually	100%	100%	100	100%		
y	Planning	E&S Environment	Speed of determining planning applications (minors)		Annually	100%	100%	95%	95%		
y	Planning	E&S Environment	Speed of determining planning applications (others)	80% in 8 weeks	Annually	100%	99%	99%	96%		

Surrey CX reported stat	Service	Committee and corporate priority	Indicator	Target	Time period to achieve target	Q1	Q2	Q3	Q4	Yr end total / average	Comments
Y	Planning	E&S Environment	Appeals dismissed against the Council's refusal of planning permission	60%	Annually	74%	69.0%	65%	68%		
Y	Planning	E&S Environment	Percentage of planning enforcement investigations commenced within time frames			96%	97%	97%	98%		
Y	Planning	E&S Environment	Affordable homes completed each year (yearly Stat)		Annually					0	
	Neighbourhood Services	E&S Environment	Average length of time to remove fly tips	90% within 48 hours	Quarterly	97%	93%	95%	93%		
	Neighbourhood Services	E&S Environment	% missed refuse bins reported by 2pm and collected by the end of the next working day	100%	Quarterly	95%	96%	94%	95%		

Surrey CX reported stat	Service	Committee and corporate priority	Indicator	Target	Time period to achieve target	Q1	Q2	Q3	Q4	Yr end total / average	Comments
y	Neighbourhood Services	E&S Environment	Recycling rate (received a Quarter behind, from the Surrey CX meeting report)	48%	Annually	46.20%	47.20%	43.40%		45.6%	Q4 has not yet been reported as it comes from the Surrey Waste Partnership and they are usually a quarter behind.
	Commissioning and Transformation	E&S Environment	Reduction in CO2 across SBC estate and activities	2.50%				See Comments			Overall based on the last two years since the strategy implementation in 2022, the 2024 update shows a 6.48% increase in the carbon footprint of the council. This is mainly due to the purchase of housing under LAHF. There is a 3.24% increase per year due to increased gas and electricity demand. Scope 1 (gas): 76.53 (tCO2e), Scope 1 (fleet): awaiting data (tCO2e), Scope 2 (electricity): 71.68 (tCO2e), Total: 148.21 tCO2e (without fleet data)

Surrey CX reported stat	Service	Committee and corporate priority	Indicator	Target	Time period to achieve target	Q1	Q2	Q3	Q4	Yr end total / average	Comments
	Economic Development	BIG Community	We will ensure that at least 4 businesses will be provided free business coaching advice a week until January 2024	48 sessions per quarter	Quarterly		84 1-2-1 coaching sessions	19 1-2-1 coaching sessions (target for the year already met - 225 1-to-1 sessions held in the year)	26	257	
	Economic Development	BIG Community	We will deliver at least 6 business events over the next 12 months		Quarterly		1 networking & 1 business events	1 networking & 2 business events	4	14	
	Economic Development	BIG Community	During 2023 we will arrange an entrepreneurs event for people interested in setting up a business but do not know where to start		Quarterly		Completed	completed	completed		

Surrey CX reported stat	Service	Committee and corporate priority	Indicator	Target	Time period to achieve target	Q1	Q2	Q3	Q4	Yr end total / average	Comments
	Assets	CASC Community Resilience	All rent reviews to be instigated prior to rent review date unless by exception	100%	Ongoing					100%	Where we anticipate a rent review will produce an uplift it has been instigated pre review date
	Assets	CASC Community Resilience	80% collection within 14 days of quarter day of collectable rent; 90% by quarter end.	90%	Quarterly	98.70%	98.40%	98.55%	98.95%	98.65%	This target has been increased to 90% within 14 days and 95% by quarter end, from March 25, to reflect rent collection being brought in house
	Assets	CASC Community Resilience	Bi-annual RAG update from credit monitoring	100%	Bi-annual		100%		100%	100%	
	Assets	CASC Community Resilience	Portfolio Weighted Average Unexpired Lease Term		Annual						Annual review reported in Commercial Assets Annual Review against recognised Industry metrics. SBC portfolio WAULT to first break 6.64 years v SE offices 4.4 years
	Assets	CASC Community Resilience	Portfolio Income Growth		Ongoing					97.13%	Reported annually in Commercial Assets Annual Review. Rent budget = £46.5m v actual £45.16m (2.87% variance)

Surrey CX reported stat	Service	Committee and corporate priority	Indicator	Target	Time period to achieve target	Q1	Q2	Q3	Q4	Yr end total / average	Comments
	Assets	CASC Community Resilience	All contracted out lease expiries to be instigated prior to expiry date unless by exception.	100%	Ongoing					100%	Lease expiries are reviewed at least 18 mths in advance and tenant discussions are progressed at the earliest opportunity
	Assets	CASC Services	Irrecoverable Revenue Expenditure		Ongoing						This is monitored monthly with budget monitoring
	Assets	CASC Services	Ensure all invoices/payments are processed and paid in a timely manner.		Ongoing						Continuously monitored to ensure payments within 30 days of receipt, unless a shorter time period has been agreed ie construction contracts
	Assets	CASC/BIG Community Resilience	All projects are progressed in accordance with approved budgets and the relevant committee decisions		Ongoing						Regular reporting to council committee and preparation of up-to-date budgets inc. reporting of budget changes

Surrey CX reported stat	Service	Committee and corporate priority	Indicator	Target	Time period to achieve target	Q1	Q2	Q3	Q4	Yr end total / average	Comments
	Assets	CASC Community Resilience	Accurate Budget setting and monitoring for income and expenditure across the portfolio within a +/- 5% tolerance		Ongoing					96.91%	Annual budget setting and performance against budgeted reported in the Annual commercial Property Review. 24/5 3.09% less than budget

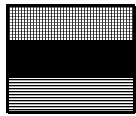
Note 1	<p>7 - walks, 2 - cycle rides, 1 – Xplorer (Kenyngton Manor Recreation ground), 22 – Specsaver SYG coaching sessions, 5 – Kick Start Your Creativity (Ashford Youth Club) 1 - Sunbury Common Lantern Festival lantern making facilitation workshop training. 1 – Peer production visit to Kenyngton Manor Primary School, 12 – Stanwell Youth Dance Project</p> <p>In addition young people from target communities were also recognised at the Spelthorne Youth Awards – 54 nominations 47 received certificates of achievement and 8 received outstanding achievement awards.</p> <p>Also delivered the Mayors Cycle Fun day on 6 April.</p>
Note 2	<p>(Applicable for Q3 & A4) The reporting system has been upgraded, Gladstone, which I understand to be a newer version of the system that was used before. However, they have found across a number of their centres that the data coming back is some 25% below the levels that had previously been reported and they are investigating the cause for this with the company that delivers Gladstone system. They hope to rectify the situation in due course but it may continue to impact of data for the immediate future. In addition data regarding attendees has also been affected because of technical issues they had during October and November with turnstiles at both centres, which meant they had to be left open. At Eclipse the learner pool has also been out of action since it opened. They don't currently capture casual visits from parents, guardians and friends that visited the centre but don't participate in activities or who just come to use the café. This data was captured by the previous set up but isn't currently possible. That said, to give members reassurance the membership numbers are up and exceed the target they had set themselves. In addition, data regarding attendees at Eclipse have also been affected in the last quarter by the ongoing issues with the learner pool. Whilst now open, the issues were ongoing through Q4 and it could only be operated at certain depths which restricted use.</p>
Note 3	<p>Shared prosperity allocation in relation to arts engagement and voluntary sector support utilised in full. Underspend in relation to an inability to take forward Oast House initiative was reallocated and utilised bby Neighbourhood Services in full. Impact of spending covered in separate report to be presented to CPRC.</p>

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Surrey District and Borough Performance Indicator Benchmarking

Quarter 4 - 2024/25

Key



Does not provide data as defined by indicator at the present time

Does not report this data

Unable to provide data this quarter

Further information: Please contact Jenny Sturgess - Policy and Performance Officer - Waverley Borough Council

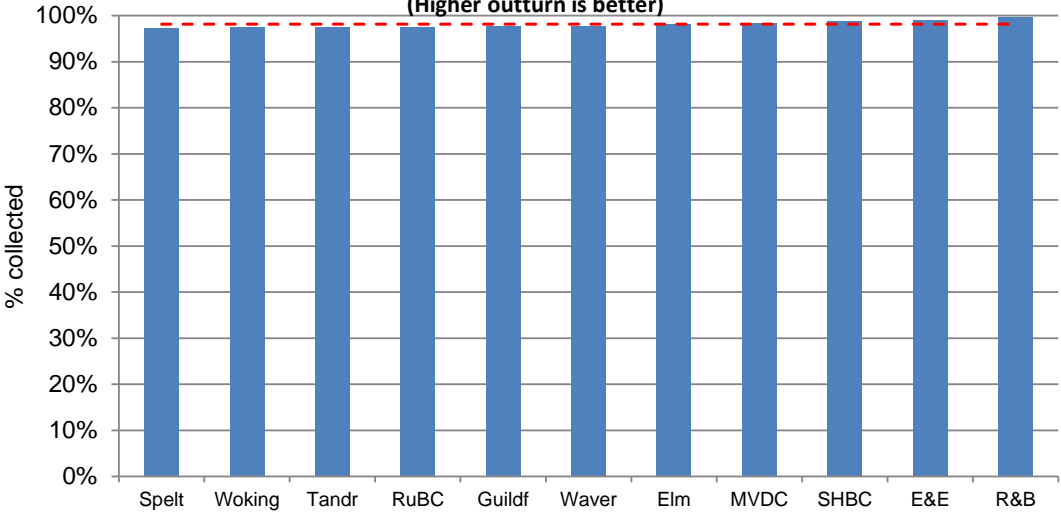
Email: jennifer.sturgess@waverley.gov.uk

Tel: Jenny - 01483 523465

Report produced: 12 May 2025

Percentage of council tax collected

(Higher outturn is better)

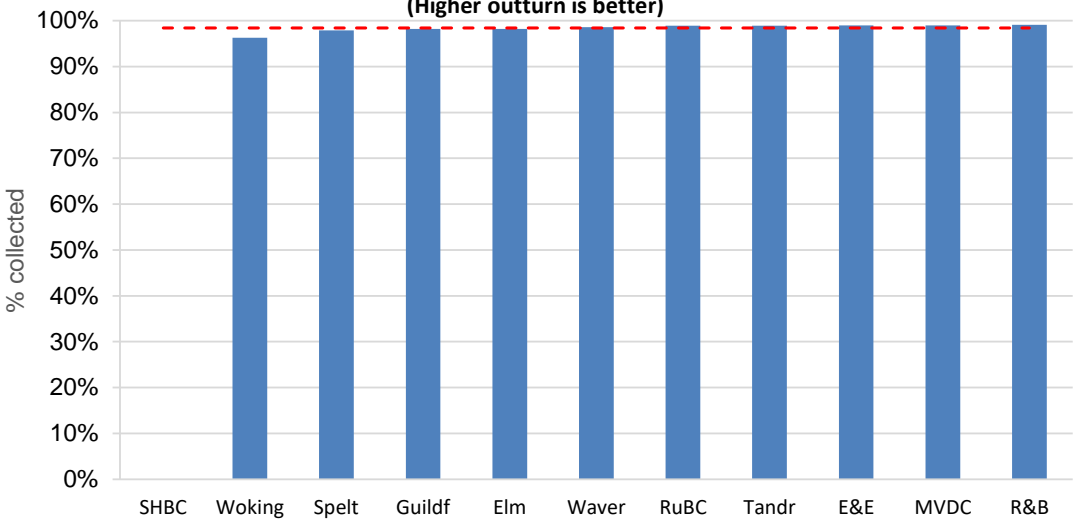


Percentage calculated, as a cumulative year-to-date figure, from the total council tax payments received compared to the total amounts payable in that year.

	Actual	
Elm	98.2%	12 month year as standard
E&E	99.0%	
Guildf	97.8%	10 month year as standard
MVDC	98.3%	10 month year as standard
R&B	99.6%	10 month year as standard
RuBC	97.6%	10 month year as standard
Spelt	97.4%	10 month year as standard
SHBC	98.9%	10 month year as standard
Tandr	97.5%	10 month year as standard
Waver	97.8%	10 month year as standard
Woking	97.5%	
----	98.1%	Average value of returns

Percentage of non-domestic rates collected

(Higher outturn is better)

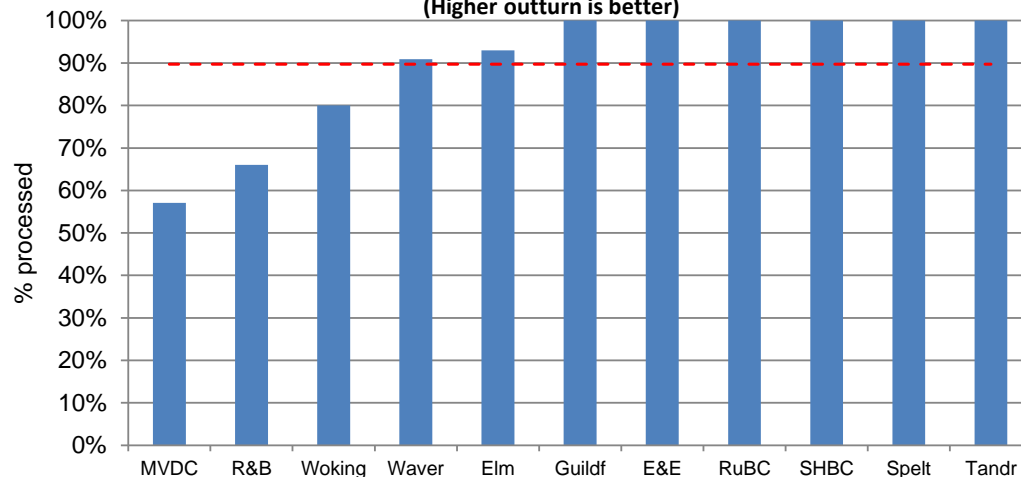


Percentage calculated, as a cumulative year-to-date figure, from the total business rates payments received compared to the total amounts payable in that year.

	Actual	
Elm	98.2%	12 month year as standard
E&E	99.0%	
Guildf	98.2%	10 month year as standard
MVDC	99.0%	10 month year as standard
R&B	99.1%	10 month year as standard
RuBC	98.9%	10 month year as standard
Spelt	97.9%	10 month year as standard
SHBC	96.3%	10 month year as standard
Tandr	98.9%	10 month year as standard
Waver	98.6%	12 month year as standard
Woking	96.3%	
----	98.4%	Average value of returns

Percentage of decisions on major applications made within 13 weeks

(Higher outturn is better)



Figures for January - March (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on major applications made within 13 weeks reporting period.

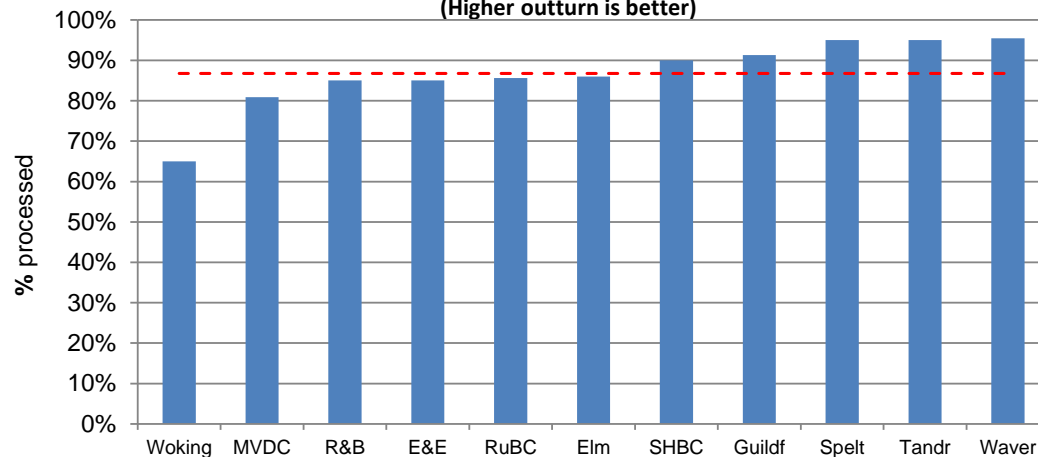
	Actual
Elm	93.0%
E&E	100.0%
Guildf	100.0%
MVDC	57.1%
R&B	66.0%
RuBC	100.0%
Spelt	100.0%
SHBC	100.0%
Tandr	100.0%
Waver	90.9%
Woking	80.0%
----	89.7%

or within agreed EoT
(extensions of time)

Average value of returns

Percentage of decisions on minor applications made within 8 weeks

(Higher outturn is better)



Figures for January - March (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on minor applications made within 13 weeks reporting period.

	Actual
Elm	86.0%
E&E	85.0%
Guildf	91.3%
MVDC	80.9%
R&B	85.0%
RuBC	85.6%
Spelt	95.0%
SHBC	90.0%
Tandr	95.0%
Waver	95.5%
Woking	65.0%
----	86.8%

or within agreed EoT
(extensions of time)

Average value of returns

Percentage of decisions on other applications made within 8 weeks (Higher outturn is better)

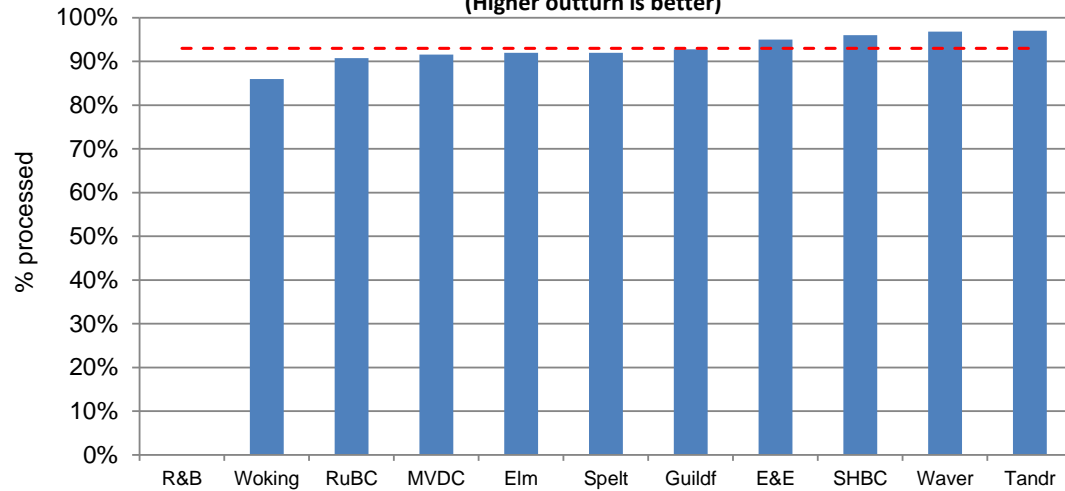


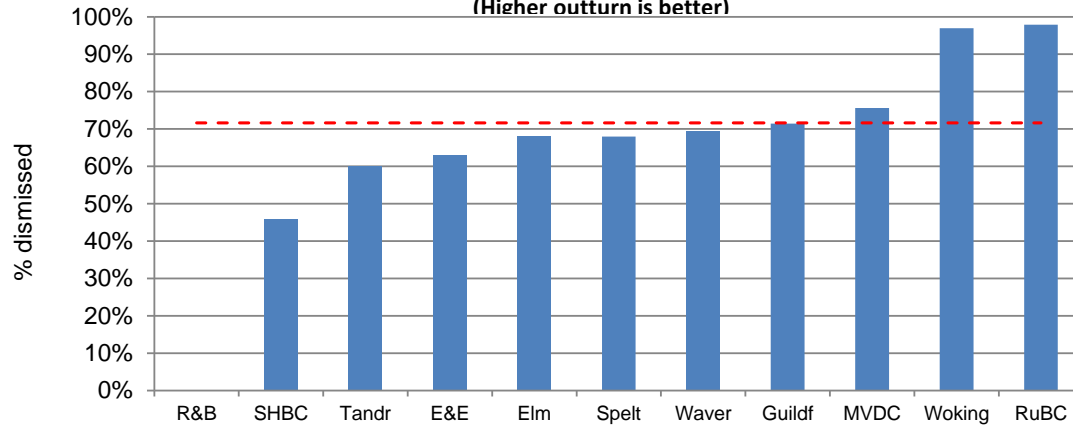
Figure for January - March (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on other applications made within 13 weeks reporting period.

	Actual
Elm	92.0%
E&E	95.0%
Guildf	92.8%
MVDC	91.6%
R&B	
RuBC	90.8%
Spelt	96.0%
SHBC	92.0%
Tandr	97.0%
Waver	96.8%
Woking	86.0%
----	93.0%

or within agreed EoT (extensions of time)

Average value of returns

Percentage of appeals dismissed against the Council's refusal of planning permission (Higher outturn is better)

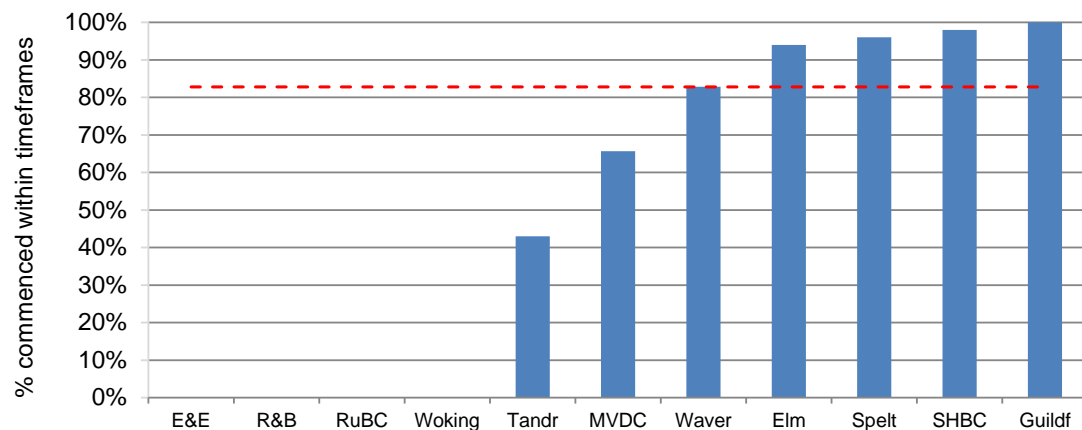


Percentage of appeals dismissed against the Council's refusal of planning permission, calculated as a cumulative year to date figure.

	Actual	
Elm	68.0%	planning appeals dismissed / planning appeals
E&E	63.0%	planning appeals dismissed / planning appeals
Guildf	71.4%	planning appeals dismissed / planning appeals
MVDC	75.6%	planning appeals dismissed / planning appeals
R&B		
RuBC	97.9%	planning appeals dismissed / planning application decisions
Spelt	68.0%	planning appeals dismissed / planning appeals
SHBC	46.0%	planning appeals dismissed / planning appeals
Tandr	60.0%	planning appeals dismissed / planning appeals
Waver	69.4%	planning appeals dismissed / planning appeals
Woking	97.0%	planning appeals dismissed / planning appeals
----	71.6%	Average value of returns

Percentage of planning enforcement investigations commenced within timeframes

(Higher outturn is better)

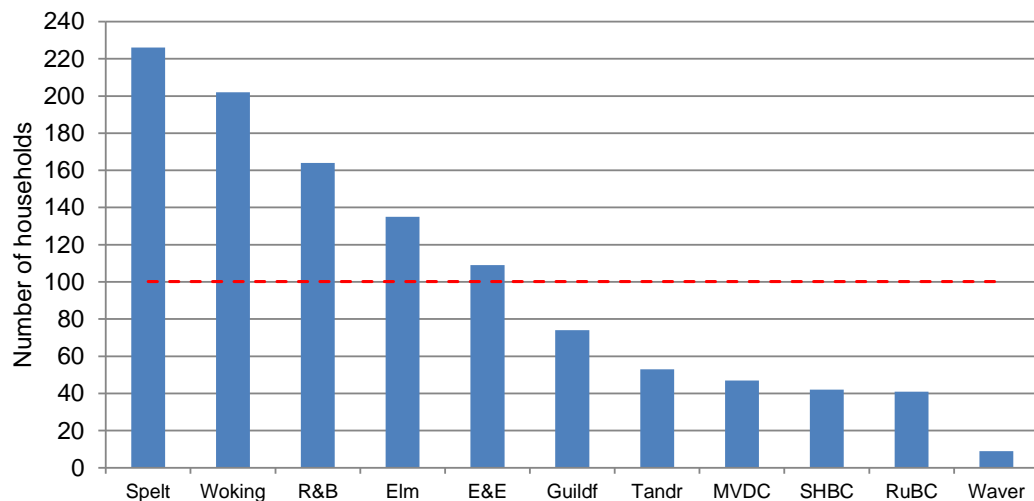


Cumulative year to date figure of the number of planning enforcement investigations commenced within a specified timeframe that accords with each Council's adopted Enforcement Plan Priorities

	Actual
Elm	94.0%
E&E	
Guildf	100.0%
MVDC	65.7%
R&B	
RuBC	
Spelt	98.0%
SHBC	96.0%
Tandr	43.0%
Waver	82.9%
Woking	
----	82.8%

Average value of returns

Number of households living in temporary accommodation on the last day of the quarter



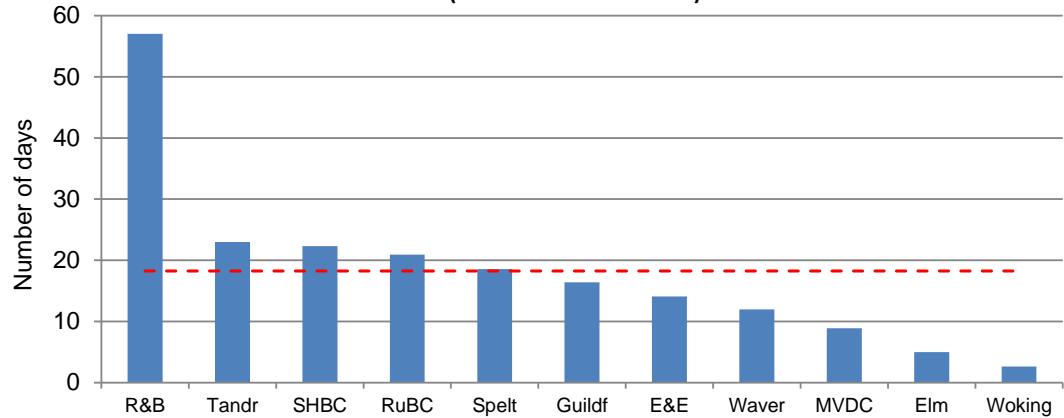
Number of all households in temporary accommodation at the end of the quarter. These are households in accommodation arranged by local authorities pending enquiries or after being accepted as homeless under the 1996 Act and as amended by the HRA 2017.

	Actual
Elm	135
E&E	109
Guildf	74
MVDC	47
R&B	164
RuBC	41
Spelt	226
SHBC	42
Tandr	53
Waver	9
Woking	202
----	100

Living in nightly paid accommodation

Average value of returns

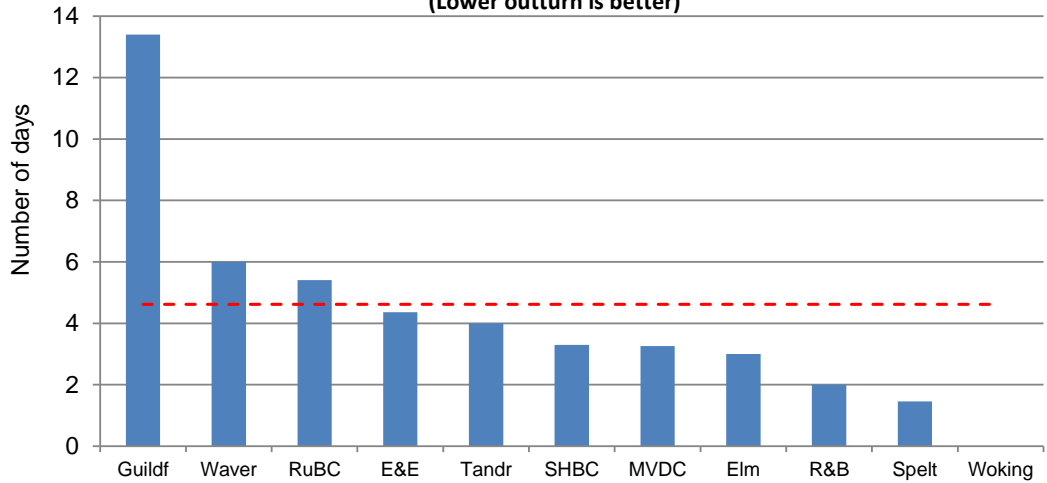
Average number of days taken to assess new housing benefit claims
(Lower outturn is better)



Cumulative year to date figure of the total number of days taken to process new housing benefit claims divided by the number of new claims.

	Actual	
Elm	5.0	HB & CT benefit
E&E	14.1	
Guildf	16.4	
MVDC	8.9	
R&B	57.0	
RuBC	20.9	
Spelt	18.6	HB & CT benefit
SHBC	22.3	
Tandr	23.0	
Waver	12.0	
Woking	2.6	HB & CT benefit
----	18.3	Average value of returns

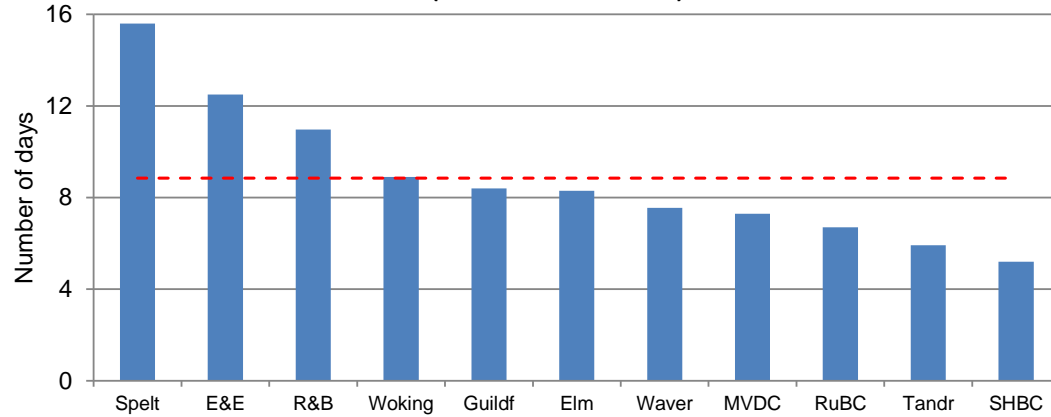
Average number of days taken to assess change in circumstances for housing benefit claims
(Lower outturn is better)



Cumulative year to date figure of the total number of days taken to assess change in circumstances requests for housing benefit divided by the number of change in circumstances requests.

	Actual	
Elm	3.0	HB & CT benefit
E&E	4.4	
Guildf	13.4	
MVDC	3.3	
R&B	2.0	
RuBC	5.4	
Spelt	1.5	HB & CT benefit
SHBC	3.3	
Tandr	4.0	
Waver	6.0	
Woking		HB & CT benefit
----	4.6	Average value of returns

Average number of working days lost to staff sickness absence - all absence
(Lower outturn is better)

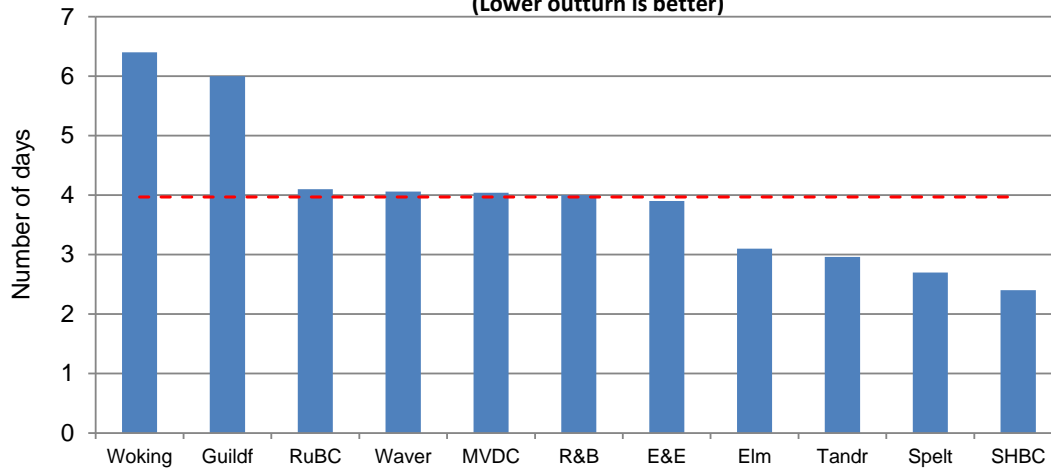


Rolling year-to-date number of working days/shifts lost due to sickness absence. This is calculated by the number of long and short term sickness absence days divided by the number of FTE staff.

	Actual
Elm	8.3
E&E	12.5
Guildf	8.4
MVDC	7.3
R&B	11.0
RuBC	6.7
Spelt	15.6
SHBC	5.2
Tandr	5.9
Waver	7.6
Woking	8.9
----	8.8

Average value of returns

Average number of working days lost to staff sickness absence – short term absence
(Lower outturn is better)

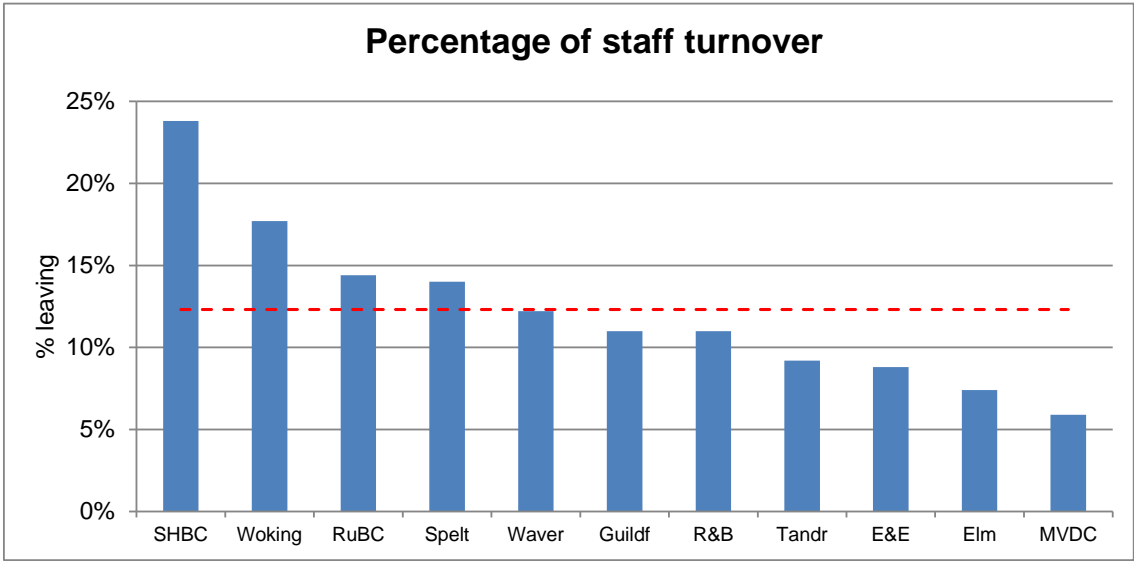


Rolling year-to-date number of working days/shifts lost due to short term sickness absence (20 days or less). This is calculated by the number of short term sickness absence days divided by the number of FTE staff.

	Actual
Elm	3.1
E&E	3.9
Guildf	6.0
MVDC	4.0
R&B	4.0
RuBC	4.1
Spelt	2.7
SHBC	2.4
Tandr	3.0
Waver	4.1
Woking	6.4
----	4.0

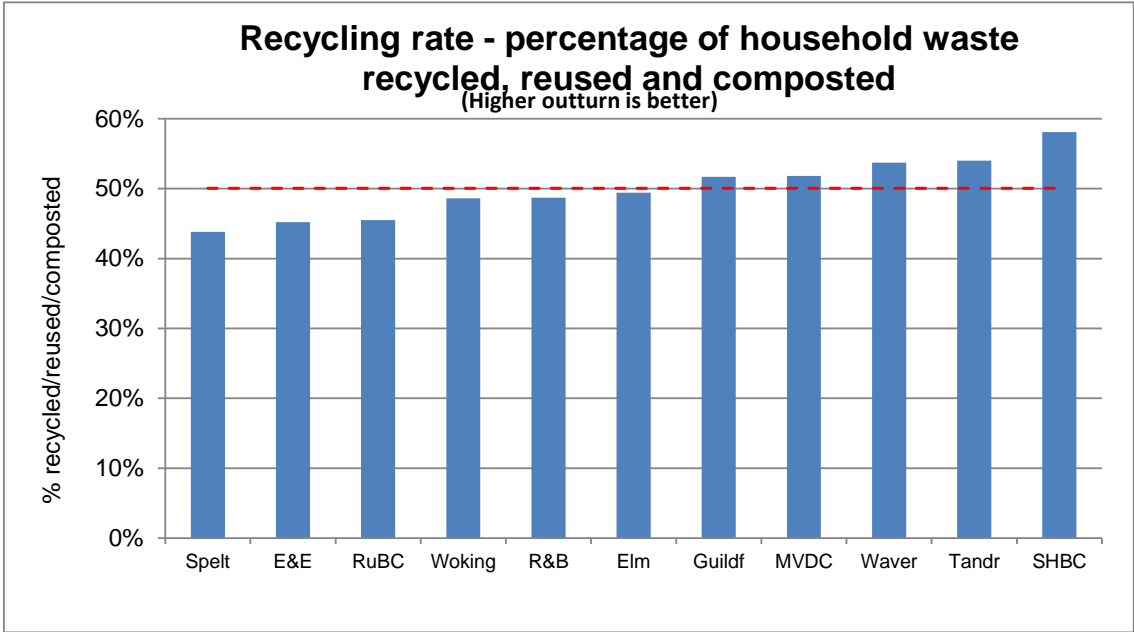
Average value of returns

Percentage of staff turnover



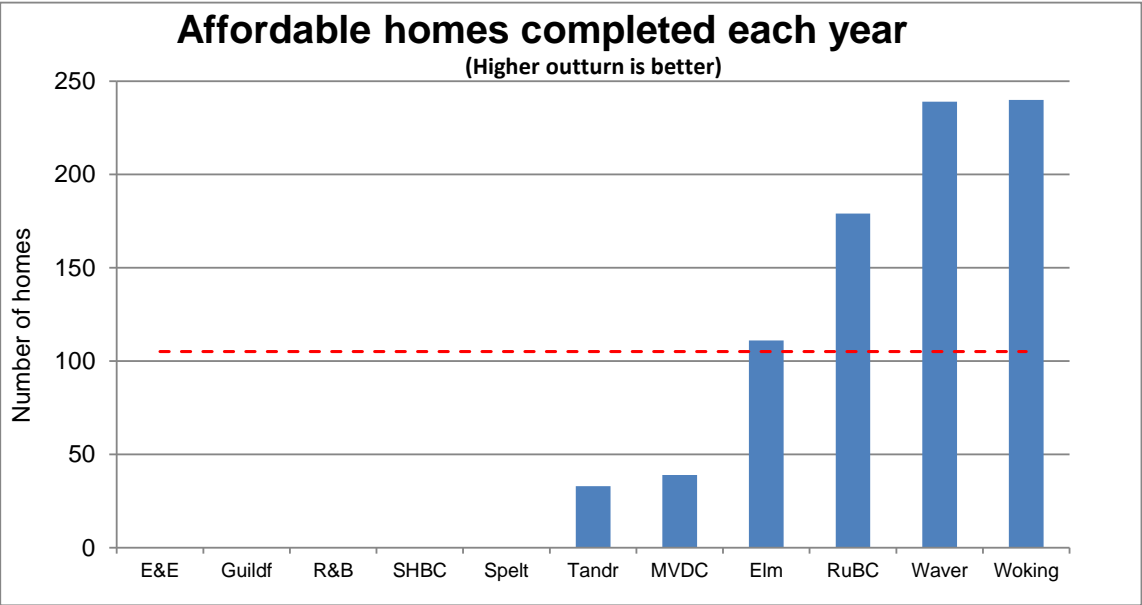
	Actual	
Elm	7.4%	voluntary only
E&E	8.8%	voluntary only
Guildf	11.0%	
MVDC	5.9%	voluntary only
R&B	11.0%	
RuBC	14.4%	
Spelt	14.0%	
SHBC	23.8%	
Tandr	9.2%	voluntary only
Waver	12.2%	
Woking	17.7%	voluntary only
----	12.3%	Average value of returns

Recycling rate - percentage of household waste recycled, reused and composted
(Higher outturn is better)



Rolling 12-month figure, calculated by comparing the amount of waste sent for recycling, reuse and composting against the total waste collected. Figures are for Q4 2024/25, provided by JWS for Surrey Environment Partnership.

	Actual	
Elm	49.4%	
E&E	45.2%	
Guildf	51.7%	
MVDC	51.8%	
R&B	48.7%	
RuBC	45.5%	
Spelt	43.8%	
SHBC	58.1%	
Tandr	54.0%	
Waver	53.7%	
Woking	48.6%	
----	50.0%	Average value of returns



A count of the number of affordable homes provided in the year. This figure is only provided at the end of the year and includes all affordable housing completions provided by Councils, Housing associations and those providers that do not fit into the first two categories.

	Actual
Elm	111
E&E	0
Guildf	
MVDC	39
R&B	
RuBC	179
Spelt	0
SHBC	
Tandr	33
Waver	239
Woking	240
----	105

Average value of returns

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Corporate Policy and Resources Committee



Date of meeting 24th March 2025

Title	Revised Corporate Key Performance Indicators
Purpose of the report	To make a decision
Report Author	Sacha Bailey – Projects Officer Sandy Muirhead Group Head Commissioning and Transformation
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	Not Applicable
Corporate Priority	Service delivery Resilience
Recommendations	Committee is asked to: Approve the proposed revisions to the Corporate Key Performance Indicators (KPIs).
Reason for Recommendation	These revisions are part of the Council's performance monitoring framework, which will include quarterly reporting of KPI outcomes to Corporate Policy and Resources Committee (CPRC), as well as publishing the Corporate KPI data on the Council's website. The revisions aim to improve the Council's performance management framework, ensuring that KPI's are more aligned with the corporate plan and priorities. By reporting KPI outcomes to the CPRC on a quarterly basis and publishing this data on the Council's website, the Council promotes transparency and accountability to the public, and aides decision making. Additionally, these revisions aim to facilitate benchmarking against statistically near neighbours.

1. Summary of the report

What is the situation	Why we want to do something
Following a recent internal and external review of the Council's current KPIs and Performance Indicators (PIs), it was identified that there was a lack of clarity in the definition of the KPIs.	Following on from the Grant Thornton audit report, one of the key recommendations in the action plan was to strengthen our performance management framework. The revision of our Corporate KPIs enables us to further embed our performance

<p>In some cases, service plan objectives were included as a KPI, which meant that the targets set were not always measurable or relevant.</p> <p>Surrey District and Borough Councils carry out a KPI benchmarking exercise quarterly. Corporate KPIs are currently reported to CPRC annually.</p>	<p>management framework across the Council including closer linkage to the Council's strategic priorities and service plans.</p> <p>Producing a set of Corporate KPIs will provide stakeholders and residents with a broad picture of how Spelthorne Borough Council is performing.</p> <p>Regular reporting of KPI outcomes to the Committee and publishing them on our website promotes transparency and accountability.</p> <p>By updating the Council's KPIs, we ensure that the most relevant and accurate data is used to inform strategic decisions.</p> <p>Revising the KPIs allows the Council's performance metrics to be aligned with the Corporate Plan and priorities.</p> <p>By monitoring and analysing the KPI data more frequently, areas for improvement can be identified and changes implemented to enhance the Council's performance.</p>
This is what we want to do about it	These are the next steps
<p>Successfully introduce 32 revised Corporate KPIs from 1st April 2025. These KPIs combine Spelthorne Borough Council Corporate Priorities and Surrey District and Borough Councils (Surrey chief executives) benchmarking Performance Indicators.</p> <p>Implement quarterly reporting to CPRC.</p> <p>Publish KPI data to the Council's website.</p> <p>Continuously monitor the effectiveness of the revised KPIs and review them annually to ensure they remain relevant and effective in measuring the Council's performance.</p> <p>Develop a new ICT form that allows Service Leads to enter Service Plan and KPI information, as well as being able to extract data for reporting purposes.</p>	<p>Gain approval from CPRC and proceed with the implementation of the revised Corporate KPIs.</p> <p>Establish the process and schedule for quarterly reporting of KPIs to MAT and CPRC, ensuring the necessary systems and tools are in place to facilitate accurate and timely reporting.</p> <p>Develop the format of the KPI report, including working with the Comms team to update the relevant website page with KPI data.</p> <p>Provide training and support to staff who will be involved in completing service plans and KPI reporting on the new ICT form.</p>

- 1.1 This report seeks to obtain approval from the Corporate Policy and Resources Committee to adopt the proposed revisions to the Corporate Key Performance Indicators (**Appendix A**). If approved, the Corporate KPIs and performance monitoring framework will be implemented in accordance with the timescale specified in section 11 of this report.
2. **Key issues**
 - 2.1 An extensive review was undertaken, to establish each service area's KPI definitions, data sources and how the KPIs data was being used. Approximately 22 meetings were held with Service Lead Officers across the Council's services to gain an overall picture of each service areas KPI's. In preparation for the meetings, attendees were supplied with a spreadsheet containing their existing KPIs, additional columns for other data specific information and a list of suggested KPI's. The suggested KPIs were provided to encourage conversation between Service Leads around what would be a meaningful performance metric for their service area.
 - 2.2 Following the meetings, Service Leads were asked to reflect on their current KPIs and update as appropriate. Services had the option to either add, remove, or keep their existing KPIs. It was also suggested to Service Leads that the average number should be between 5 and 8, however there is flexibility to adjust this number if necessary.
 - 2.3 This approach resulted in an extensive list of KPIs being developed, which were a combination of service specific performance monitoring and corporate KPIs.
 - 2.4 A further review of KPI practices in other councils was undertaken. The Projects Team carried out a benchmarking exercise against the Council's nearest geographical neighbours and its statistically nearest neighbours (**Appendix C**). The results showed that most councils had a list of between 30-40 Corporate KPIs, presented their data with clear explanations and published KPI data on their Council websites. It was also noted that most Councils have the resource of a dedicated performance officer, but the proposed revised monitoring process will be incorporated into an existing project officer role in Spelthorne.
 - 2.5 After careful evaluation of what other Councils are doing, and following the review of all provided KPI's, a refined set of 32 Corporate KPIs has now been developed. These KPIs link to the Corporate Plan and include Performance Indicators that are reported to Surrey chief executives.
 - 2.6 The proposed Corporate KPIs list focuses on strategic areas, rather than finance and assets, as these areas are already thoroughly monitored and reported through other channels. The current monitoring methods ensure detailed and accurate reporting, allowing for scrutiny by committees such as the Audit Committee, Commercial Assets Sub-Committee, and the Business, Infrastructure and Growth Committee. This approach enhances oversight and ensures that finance and assets receive the attention they require.
 - 2.7 Work is currently well underway with ICT to develop a new platform that will enable colleagues to create service plans, enter KPI data, and produce performance monitoring reports from April 2025.

3. Options analysis and proposal

- 3.1 Option 1 – Approve the proposed revisions to the Corporate Key Performance Indicators. These revisions are part of the Council's performance management framework and will include quarterly reporting of KPI outcomes to the CPRC, as well as publishing the Corporate KPI data on the Council's website. **Option 1 is recommended.**
- 3.2 Option 2 – Committee could propose further amendments to the proposed Corporate KPIs.
- 3.3 Option 3 – “Do nothing” – maintain the current Corporate Key Performance indicators without implementing any of the proposed revisions, quarterly reporting to CPRC, or publishing KPI data on the Council's website. By choosing the do-nothing approach, the Council risks falling behind in performance monitoring and failing to meet the expectations of stakeholders, recommendations in the Grant Thornton audit report and residents. **Option 3 is not recommended.**

4. Financial management comments

- 4.1 There are no direct financial implications resulting from matters considered in this report as the revised procedures will be undertaken by adjusting a project officer role.

5. Risk management comments

- 5.1 There are potential risks to reputation if the Council cannot clearly demonstrate its performance to stakeholders.
- 5.2 Ineffective performance management can be a potential risk to service delivery. Without clear performance metrics and regular evaluations, service quality can decline, leading to customer dissatisfaction.
- 5.3 The revised monitoring system will be automated with reminders to minimise the need to chase services and inputs of information into the system. This will ensure the monitoring system runs effectively and produces quarterly/annual data to meet targets.

6. Procurement comments

- 6.1 There are no procurement considerations resulting from matters considered in this report.

7. Legal comments

- 7.1 There are no legal implications arising directly from this report.

8. Other considerations

- 8.1 Benchmarking against other Local Authorities is an important part of performance monitoring, as highlighted in the Grant Thornton audit report. The Ministry of Housing, Communities and Local Government (MHCLG) has provided councils with the [Local Authority Data Explorer](#) tool. This tool allows the Council to obtain benchmarking data against statistically near neighbours (**Appendix C**). The available data reports on residual household waste, recycling contamination, household recycling rates, major and non-major planning applications, council tax collection and council tax revenue. As this

data source is only updated annually and managed by an external government body, we will conduct an end-of-year review when the data is available. This information will be incorporated into the Council's performance management framework and presented to the CPRC. Additionally, access will be given to an online benchmarking tool used by Grant Thornton (CFO Insights) for finance and wider KPIs which will further enhance our benchmarking capacity.

- 8.2 The Grant Thornton Annual Audit Report included comments on KPIs and performance management. This revised process and approach, including regular benchmarking, will help meet audit report recommendations and key actions, further embedding our performance management framework across the Council.
- 8.3 **Appendix B** shows an example of performance management and monitoring practices from Guildford Borough Council. It is proposed to develop a similar reporting process for the Council's website.
- 8.4 It should be noted that as local government reorganisation progresses there may be a need to adjust and align key performance indicators to match the requirements of any newly elected shadow unitary authority.

9. Equality and Diversity

- 9.1 Accurate and relevant metrics are essential for making informed decisions that promote diversity and inclusion. By regularly reviewing KPIs, the organisation can identify potential equity gaps and make necessary adjustments to address them.

10. Sustainability/Climate Change Implications

- 10.1 Including KPIs related to sustainability and climate change, allows the Council to track its progress in reducing carbon emissions, energy consumption, and waste. This helps ensure that the Council's efforts to its net zero carbon emissions target are both effective and measurable.
- 10.2 Publishing KPI data and reporting outcomes regularly can increase accountability. It ensures that the Council's climate-related initiatives are transparent with a focus on sustainability practices within the organisation.

11. Timetable for implementation

- 11.1 February 2025 – Testing of the new Service Plan and KPI reporting platform will be carried out.
- 11.2 March 2025 – adoption of the revised Corporate Key Performance Indicators by Corporate Policy and Resources Committee.
- 11.3 March 2025 – Training delivered to Service Leads on how to use the new reporting platform.
- 11.4 01 April 2025 – New reporting tool implemented
- 11.5 01 April 2025 – New Corporate KPIs are implemented.

12. Contact

- 12.1 Sandy Muirhead, Group Head – Commissioning and Transformation
s.muirhead@spelthorne.gov.uk
- 12.2 Sacha Bailey, Projects Officer

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12.3 Leigh Street, Projects Officer

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Background papers: There are none.

Appendices:

Appendix A – List of revised Corporate KPIs

Appendix B – Example of Guildford Performance Monitoring

Appendix C – List of Councils for benchmarking

PROPOSED CORPORATE KPIs

Key
Surrey CX benchmarking Surrey Chief Executive benchmarking – data provided for benchmarking against other Surrey District and Boroughs

Code	Service Area	KPI Description	Target	Link to Corporate Priorities	Who is it for?	Reporting Period
B1	Building Control	People and skills: number of full-time equivalent RBI resource allocated against number of projects requiring RBIs resource	4	Services	E&S	Annual
C1	Communications	Post 2 social media messages per day.	100%	Services; Community	CPRC	Quarterly
C2	Communications	Publish Bulletin magazine 3x a year	100%	Services; Community	CPRC	Quarterly
H1	Housing Options	Number of households living in temporary accommodation	250	Addressing housing need	CWH	Quarterly
H2	Housing Options	Number of homelessness cases prevented in quarter (year to date figure in brackets).	95%	Addressing housing need	CWH	Quarterly
H3	Housing Benefits	Processing of Housing Benefit/Council Tax Support new claims	25 Days	Community; Services	Surrey CX, CWH	Quarterly
H4	Housing Benefits	Time taken to assess change in circumstances for Housing Benefit claims and Council Tax Support	7 Days	Community; Services	Surrey CX, CWH	Quarterly
E1	Economic Development	Number of supported businesses through direct engagement.	200	Community; Resilience	BIG	Annual
A1	Assets (Investments)	Rent Collection	80% collection within 14 days of quarter day; 90% by quarter end.	Resilience	SBC	Quarterly
A2	Assets (Overarching Assets)	Accurate Budget setting and monitoring for income and expenditure across the portfolio, every financial year.	Budget remains within a +/- 5% tolerance	Resilience	KGE	Annual
I1	ICT	Helpdesk calls	50% closed within 24 hours	Resilience	CPRC	Quarterly
P1	Planning (Development)	Quality of Non-Major Development (Apr 22 - Mar 24)	10% or less (the lower the better)	Services	Surrey CX, E&S	Quarterly
P2	Planning (Development)	Quality of Major development (Apr 22 - Mar 24)	10% or less (the lower the better)	Services	Surrey CX, E&S	Quarterly
P3	Planning (Development)	Determine planning applications within statutory timescales - speed of Major Deveopment (Oct 23 - Sep 24)	60%	Services	Surrey CX, E&S	Quarterly
P3	Planning (Development)	Determine planning applications within statutory timescales - speed of Non-Major Deveopment (Oct 23 - Sep 24)	70%	Services	Surrey CX, E&S	Quarterly
F1	Finance (Income and Payments)	% of undisputed invoices paid within 30 days	within 30 days	Services	CPRC	Quarterly

Code	Service Area	KPI Description	Target	Link to Corporate Priorities	Who is it for?	Reporting Period
C1	Climate Change (Project Management)	Reduction to meet Net Zero Scope 1 and 2 emissions by 2030 target. We are also only reporting on gas and electricity consumption.	Reduce emissions by at least 148.84 (TCO2e) each year.	Environment	E&S	Annual
EH1	Environmental Health	% Ratio of food businesses with food hygiene rating scores of 3-5 compared to those scoring 0-2.	92%	Community	Surrey CX, FSA, E&S	Annual
N1	Neighbourhood Services	Increase in recycling rate (NI192)	40%	Environment	Surrey CX	Quarterly
N2	Neighbourhood Services	Average length of time to remove fly tips	90% within 48 hours	Environment	E&S	Quarterly
N3	Neighbourhood Services	% Missed refuse bins reported by 2pm and collected by the end of the next working day	95% reported by 2pm and collected next working day	Services	E&S	Quarterly
CS1	Customer Services	Sundry Debt Collection Rates	90% cumulative over the year	Resilience	CPRC	Quarterly
CS2	Customer Services	Percentage of Council tax collected	98.5% cumulative over the year	Resilience	Surrey CX, CPRC	Quarterly
CS3	Customer Services	Percentage of Business rates collected	98% cumulative over the year	Resilience	Surrey CX, CPRC	Quarterly
HR1	Human Resources	Quarterly staff turnover. Reported to Surrey Chief Executives'	For comparison	Resilience	Surrey CX, CPRC	Quarterly
HR2	Human Resources	Quarterly short term absence. Reported to Surrey Chief Executives'	For comparison	Resilience	Surrey CX, CPRC	Quarterly
HR3	Human Resources	Quarterly long term absence. Reported to Surrey Chief Executives'	For comparison	Resilience	Surrey CX, CPRC	Quarterly
IL1	Independent Living	Maintain the current number in the Older People Actively Living support group	Margin of +/- 5%	Community	CWH	Quarterly
IL2	Independent Living	DFG Applications completed within 6 months	95%	Services	SBC	Annual
LC1	Leisure and Community Development	Run at least 50 community leisure activities in our less advantaged areas, working with community groups to deliver & promote these. Eg Club 4, Xplorer events, Walking for Health, free outdoor gym sessions, cultural lantern parade, arts workshops.	At least 50 Community Leisure Activities delivered in target communities	Services	CWH	Annual

GUILDFORD BOROUGH COUNCIL

CORPORATE PERFORMANCE REPORT

Quarter 2 2024/25

Ref.	Indicator and Corporate Strategy theme	RAG
A MORE SUSTAINABLE BOROUGH		
SUST 1	Recycling performance	TBC
SUST 2	Missed bins	GREEN
SUST 3	Priority Habitat improvement, restoration and creation	INFO ONLY
SUST 4	Air quality	GREEN
A MORE PROSPEROUS BOROUGH		
PROSP 1	Economic activity in the borough	INFO ONLY
PROSP 2	Development Management performance	GREEN
A MORE INCLUSIVE BOROUGH		
INCL 1	Processing of new housing benefit claims	AMBER
INCL 2	Community Transport usage	AMBER

Ref.	Indicator and Corporate Strategy theme	RAG
A MORE INCLUSIVE BOROUGH		
INCL 3	Community Meals usage	AMBER
INCL 4	Community Engagement	AMBER
INCL 5	Attendance at leisure facilities in the borough	GREEN
INCL 6	Attendance at G Live	TBC
INCL 7	Attendance at heritage facilities in the borough	GREEN
DECENT AND AFFORDABLE HOMES		
HOMES 1	Decent Homes Standard	RED
HOMES 2	Housing repairs completed on time	TBC
HOMES 3	Council housing voids	TBC
HOMES 4	Housing delivery	RED
HOMES 5	Affordable housing delivery	INFO ONLY
HOMES 6	Homelessness outcomes	GREEN
HOMES 7	Temporary accommodation	INFO ONLY
HOMES 8	Emergency B&B accommodation	GREEN

Ref.	Indicator and Corporate Strategy theme	RAG
A RESILIENT AND WELL MANAGED COUNCIL		
COUNC 1	Council Tax collection	AMBER
COUNC 2	Business rates collection	GREEN
COUNC 3	Sundry debt collection	GREEN
COUNC 4	Invoices paid on time	RED
COUNC 5	Contract management and procurement	TBC (reporting from Q3)
COUNC 6	Staff sickness absence	GREEN
COUNC 7	Staff turnover	GREEN
COUNC 8	Complaints	INFO ONLY
COUNC 9	Call wait times	GREEN
COUNC 10	FOI response times	AMBER

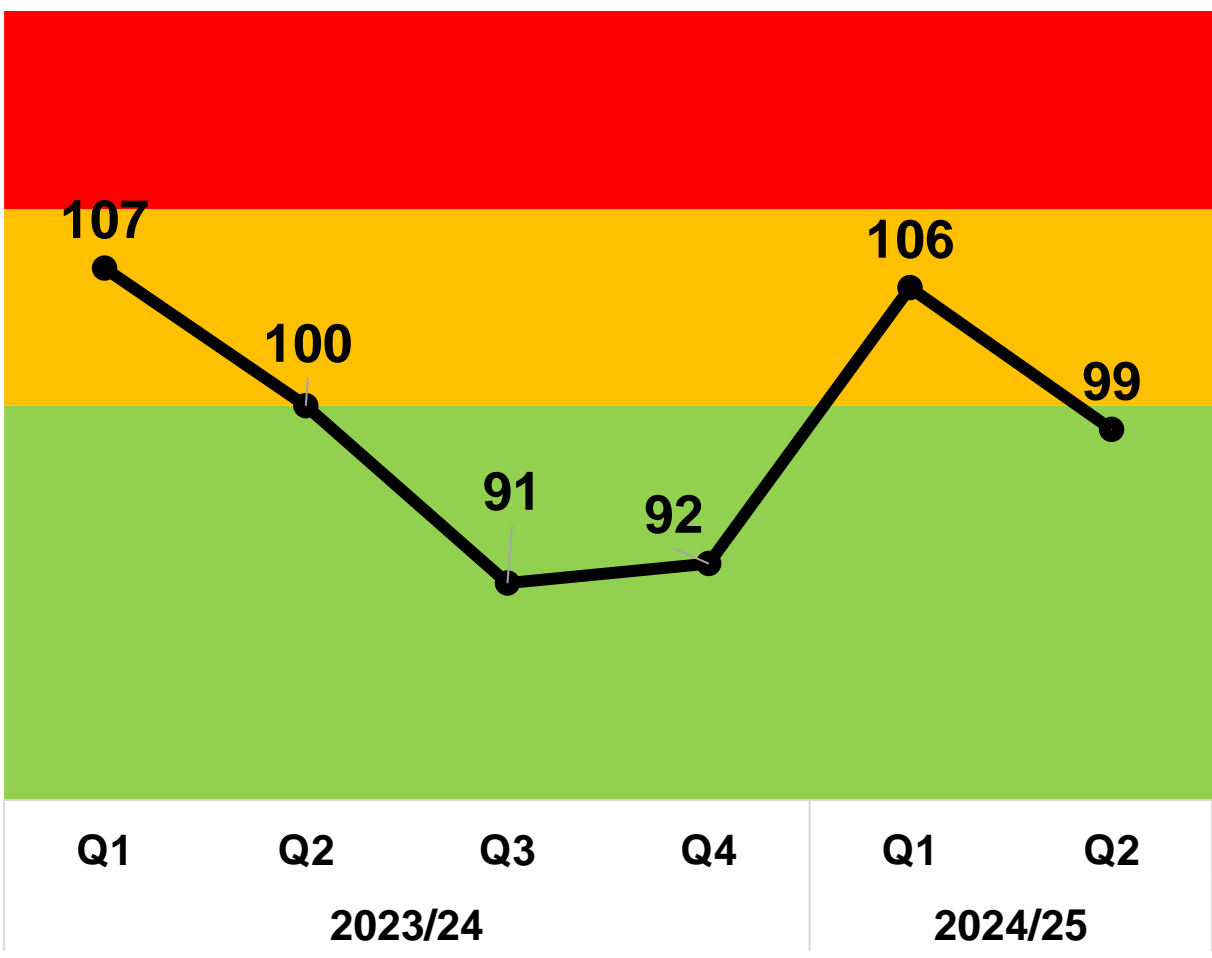
Annual KPIs

Ref.	Indicator and Corporate Strategy theme	Quarter Reported	RAG
A MORE SUSTAINABLE BOROUGH			
SUST 5	Reduction in the council’s Carbon Footprint	Q4	TBC
A MORE INCLUSIVE BOROUGH			
INCL 8	Voluntary and community sector grants	Q1	INFO ONLY
DECENT AND AFFORDABLE HOMES			
HOMES 9	Tenant satisfaction with the council as their landlord	Q4	TBC
HOMES 10	Tenant satisfaction with their council home	Q4	TBC
A RESILIENT AND WELL MANAGED COUNCIL			
COUNC 11	Level of reserves	Q1	GREEN
COUNC 12	Customer and resident satisfaction with the council	TBC	TBC

Priority	A more sustainable borough.	<div>DATA NOT PROVIDED BY THE SERVICE</div>
Description	This indicator measures the percentage of household waste that is sent for recycling, composting or reuse. It is measured on a quarterly basis and reported one quarter in arrears.	
Why is this indicator important?	Maximising recycling is important to reducing the borough’s impact on the environment.	
Service	Environmental Services	
Lead Councillor	Cllr George Potter	
Target & tolerance	58%. Each quarter a tolerance of 5% applies, with performance lower than 53% therefore red rated.	
Narrative	No information provided for quarter 1.	

SUST 2 – Missed bins

[Click here to return to the contents page](#)

Priority	A more sustainable borough	 <table><tr><th>Quarter</th><th>Missed bins per 100,000</th></tr><tr><td>Q1</td><td>107</td></tr><tr><td>Q2</td><td>100</td></tr><tr><td>Q3</td><td>91</td></tr><tr><td>Q4</td><td>92</td></tr><tr><td>Q1</td><td>106</td></tr><tr><td>Q2</td><td>99</td></tr></table>	Quarter	Missed bins per 100,000	Q1	107	Q2	100	Q3	91	Q4	92	Q1	106	Q2	99
Quarter	Missed bins per 100,000															
Q1	107															
Q2	100															
Q3	91															
Q4	92															
Q1	106															
Q2	99															
Description	This indicator measures the number of missed bins per 100,000 that should be collected. It includes all domestic bins, including garden and food waste.															
Why is this indicator important?	Waste collection is a key statutory function delivered by the council for all residents, this KPI measures the effectiveness and reliability of this service.															
Service	Environmental Services															
Lead Councillor	Cllr George Potter															
Target & tolerance	100 bins missed per 100,000. A tolerance of 10 is applied to this KPI, meaning that any figure above 110 per 100,000 is red rated.															
Narrative	This quarter, the council collected 2,032,889 bins. This quarter has shown a drop in missed bins which equates to 99.9% of bins collected successfully.															

Background information

Year	Quarter	No. of street access issues reported by crews
2024/25	Q1	350
	Q2	344

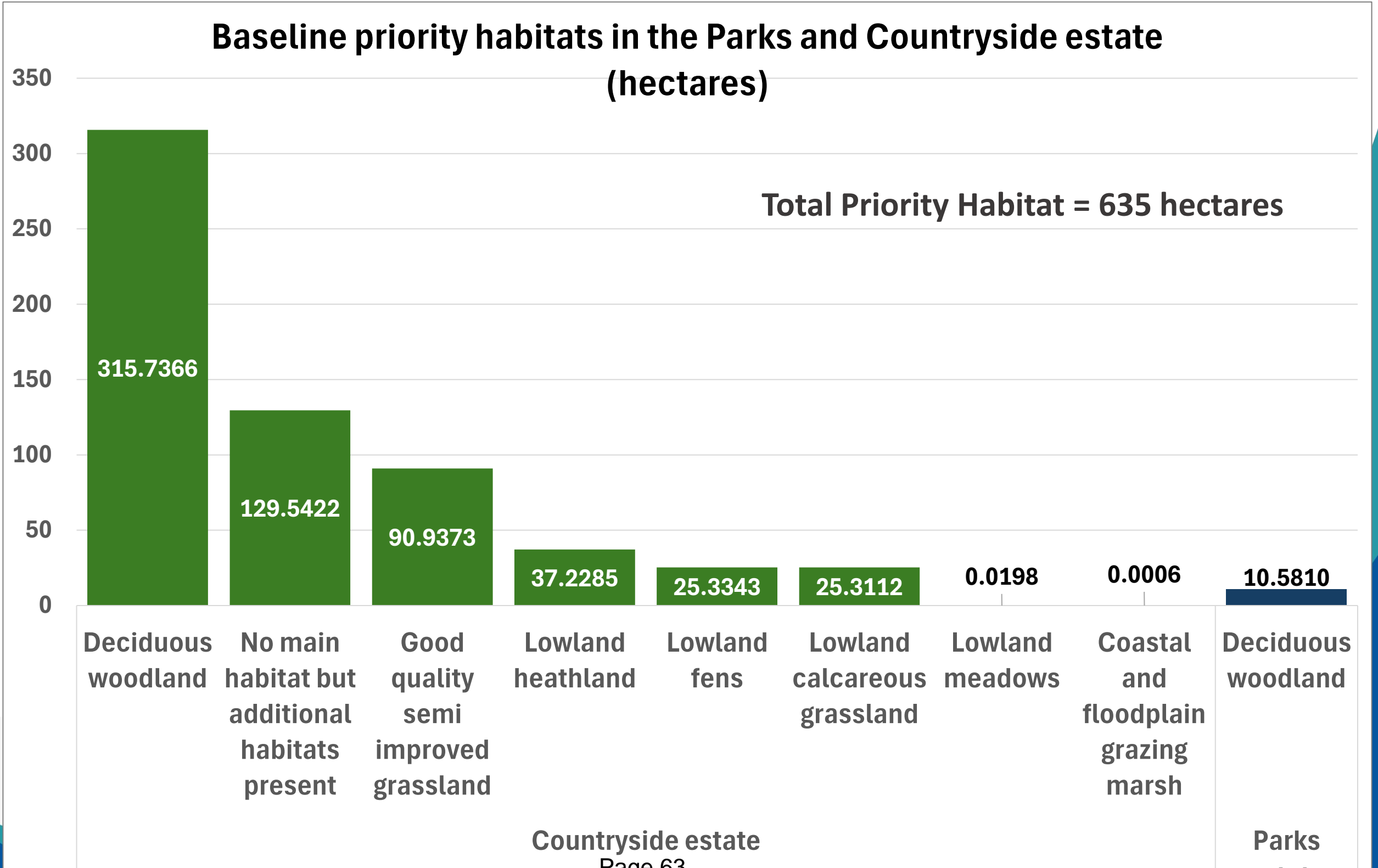
Access issues

This KPI records failed collections where no access issues (due to parked cars, road works etc) have been reported. This means that only instances where bins were truly missed are counted. If a crew reports a street access issue, such as roadworks or vehicles blocking the road, residents are unable to report a missed collection and the crew will return as soon as possible to complete the round. For background information, the table above shows the number of access issues reported in the last two quarters.

SUST 3 – Priority Habitat improvement, restoration and creation

Priority	A more sustainable borough.	<div>REPORTED FOR INFORMATION ONLY IN Q2</div>
Description	This indicator will measure the council’s performance in improving, restoring and creating Priority Habitats within the parks and countryside estate.	
Why is this indicator important?	Priority Habitats are specific types of habitats identified as being the most threatened and in need of conservation action under the UK Biodiversity Action Plan (UK BAP) due to their high biodiversity value. The recently adopted corporate strategy commits the council to improving and preserving biodiversity in the borough.	
Service	Environmental Services	
Lead Councillor	Cllr George Potter	
Target & tolerance	TBC – significant baselining work is currently underway (see below).	
Narrative	During quarters 1 and 2, significant work has been undertaken to map the location and extent of Priority Habitats within Guildford Borough (utilising Natural England methodology), though with a particular focus on land within the parks and countryside estate as this is within the council’s gift to maintain and improve. This work is summarised below and serves as a baseline to subsequent management activities. Work is continuing to finalise the baseline and then align this to site management plans, allowing for targets to be set and performance to be reported on.	

Background information

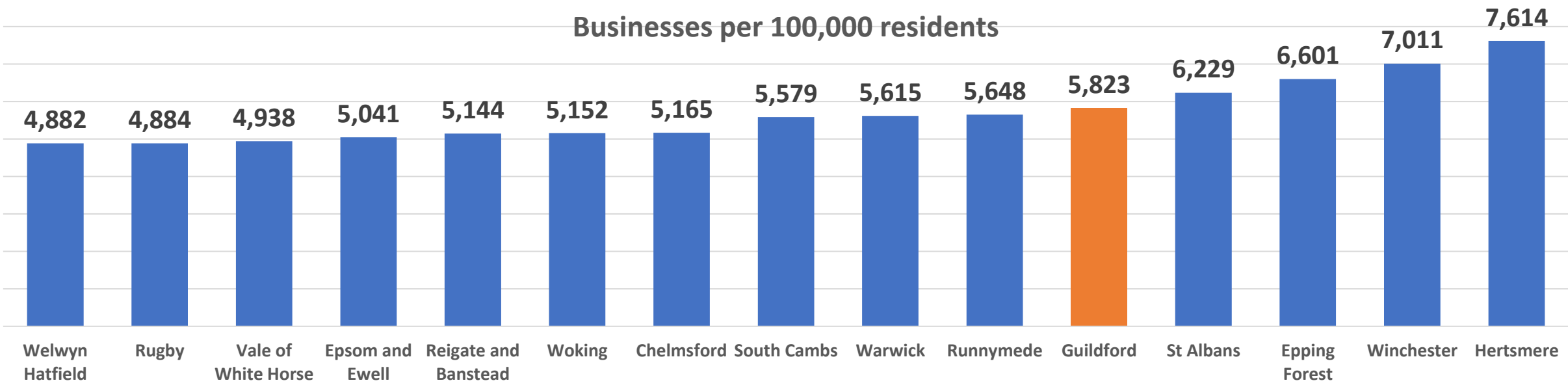


Priority	A more sustainable borough	<table><tr><th>Quarter</th><th>Percentage</th></tr><tr><td>Q4 2022/23</td><td>75.5%</td></tr><tr><td>Q1 2023/24</td><td>87.5%</td></tr><tr><td>Q2 2023/24</td><td>91.1%</td></tr><tr><td>Q3 2023/24</td><td>83.9%</td></tr><tr><td>Q4 2023/24</td><td>85.5%</td></tr><tr><td>Q1 2024/25</td><td>89.1%</td></tr></table>						Quarter	Percentage	Q4 2022/23	75.5%	Q1 2023/24	87.5%	Q2 2023/24	91.1%	Q3 2023/24	83.9%	Q4 2023/24	85.5%	Q1 2024/25	89.1%
Quarter	Percentage																				
Q4 2022/23	75.5%																				
Q1 2023/24	87.5%																				
Q2 2023/24	91.1%																				
Q3 2023/24	83.9%																				
Q4 2023/24	85.5%																				
Q1 2024/25	89.1%																				
Description	The National Air Quality objective level for nitrogen dioxide is an annual average 40µg/m3. This indicator provides a percentage of reportable monitoring locations exceeding the level of 40µg/m3 within a particular quarter. There is a quarter's delay to allow for data collection. Levels vary across the year, which dependent on the distance to a sensitive receptor can be an early but not conclusive indicator that the annual air quality objective is likely breached. After bias and distance adjustment the annual average monitoring is reported to Defra in June the following year.																				
Why is this indicator important?	Working alongside partners to ensure good air quality is a corporate priority within the new Corporate Strategy.																				
Service	Regulatory Services																				
Lead Councillor	Cllr Merel Rehorst-Smith	Q4	Q1	Q2	Q3	Q4	Q1														
		2022/23		2023/24			2024/25														
Target & tolerance	80% of monitoring locations achieving the Nitrogen Dioxide air quality objective of less than 40 micrograms per cubic metre of air.																				
Narrative	<p>These figures are indicative and are not bias adjusted. We publish bias adjusted figures annually, each March and publish this data on our website.</p> <p>We carry out reviews to check air quality, the current levels of pollutants and predicted future levels against the government's health-based standards. To do this, we monitor levels of nitrogen dioxide (NO2) at locations throughout the borough. We do this at locations where we believe air quality may be poorer.</p> <p>In quarter 1, 55 recording sites were active. Of this, 49 recorded NO2 levels of lower than 40 µg/m3. This means that 6 of the locations recorded levels higher than 40 µg/m3.</p>																				

PROSP 1 – Level of overall economic activity in the borough

Priority	A more prosperous borough	Year	Qtr.	Actual
Description	This indicator provides a percentage of people within the borough who are economically active.	2023/24	Q1	86.1%
Why is this indicator important?	The newly adopted Corporate Strategy commits the council to reinvigorating the local economy. It is important for us to understand the economic health of the borough to enable the council to support economic development.		Q2	87.2%
			Q3	86.4%
			Q4	83.1%
Service	Regeneration and Economic Development	2024/25	Q1	84.5%
Lead Councillor	Cllr Tom Hunt		Q2	84.2%
Target & tolerance	No set target, seeking to achieve an upward trajectory.			
Narrative	<p>The ONS’s Annual Population Survey provides quarterly estimates on the percentage of the population aged over 16 that is economically active. Economically active means that the person is either in employment or is unemployed by actively seeking work. The percentage of people in the borough who are economically active is 84.2%, a slight reduction from Q1. In comparison, the equivalent figure for the wider South-East remained static at 82.3% whilst the figure for Great Britain overall similarly dropped, it’s now 78.4% (a drop of 0.3% from Q1).</p> <p>This KPI will be influenced by a range of factors, many of which are beyond the control of the council. As such, no specific target is attached to this KPI. However, this KPI provides an indication of the economic health of the borough.</p>			

Background information



Number of businesses – comparison to near neighbours

The government publishes data annually on the number of businesses by district, and the number of employees these businesses have. In Guildford borough, there are 8,365 businesses; 84% of these are classified as ‘micro’, meaning they have less than 10 employees.

This table compares the number of businesses that operate within Guildford borough, compared to the council’s CIPFA near neighbours. To allow for comparison on the concertation of businesses, the number of businesses per 100,000 residents has been calculated. This shows that Guildford is ranked 5th when compared with its 14 near neighbours.

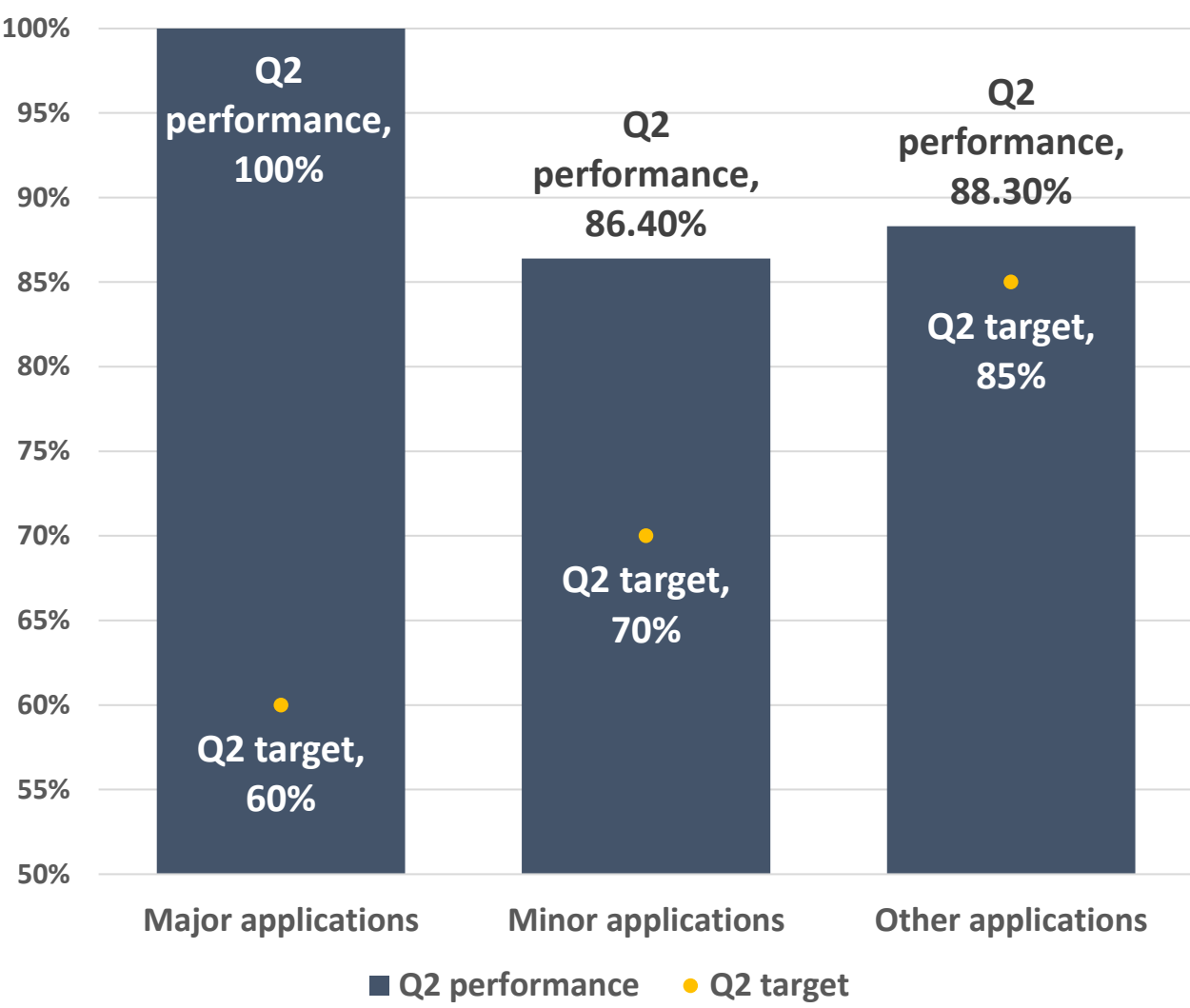
Year	Number of businesses	% change
2010	7,610	-
2014	8,000	5.1%
2019	8,790	9.9%
2024	8,365	-4.8%

Number of businesses – change over time

This table shows the growth in the number of businesses over the past 14 years, since this data was first published by the ONS. There are 9.9% more businesses today than there were in 2010.

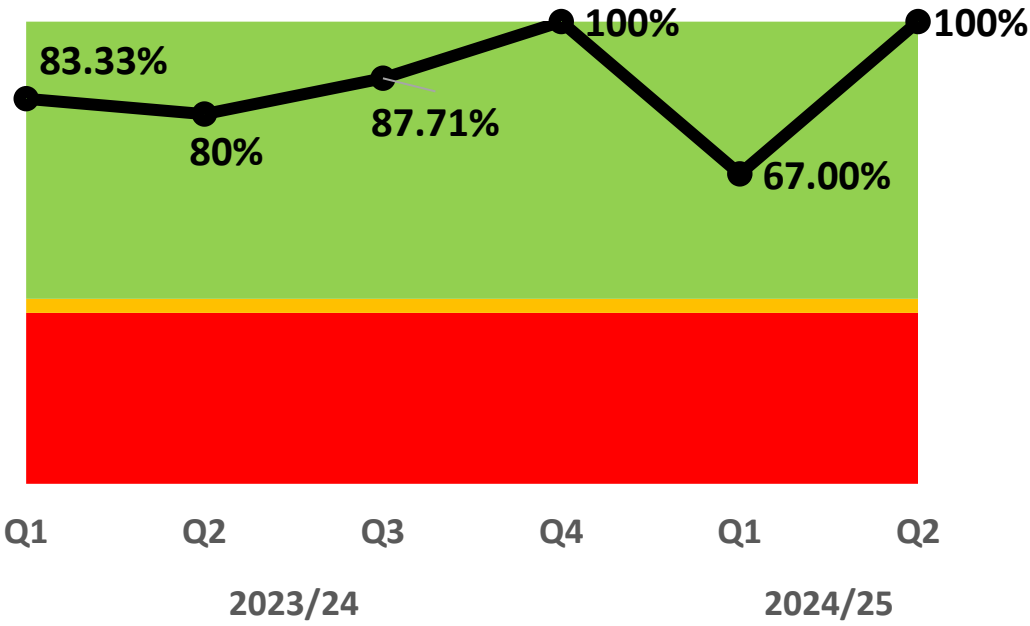
There was, however, a reduction between 2019 and 2024 of almost 5%. This is, however, in line with economic trends and not unique to Guildford borough, over the same period Surrey saw a similar reduction of over 4% whilst the figure for England remained fairly static.

PROSP 2 – Development Management performance

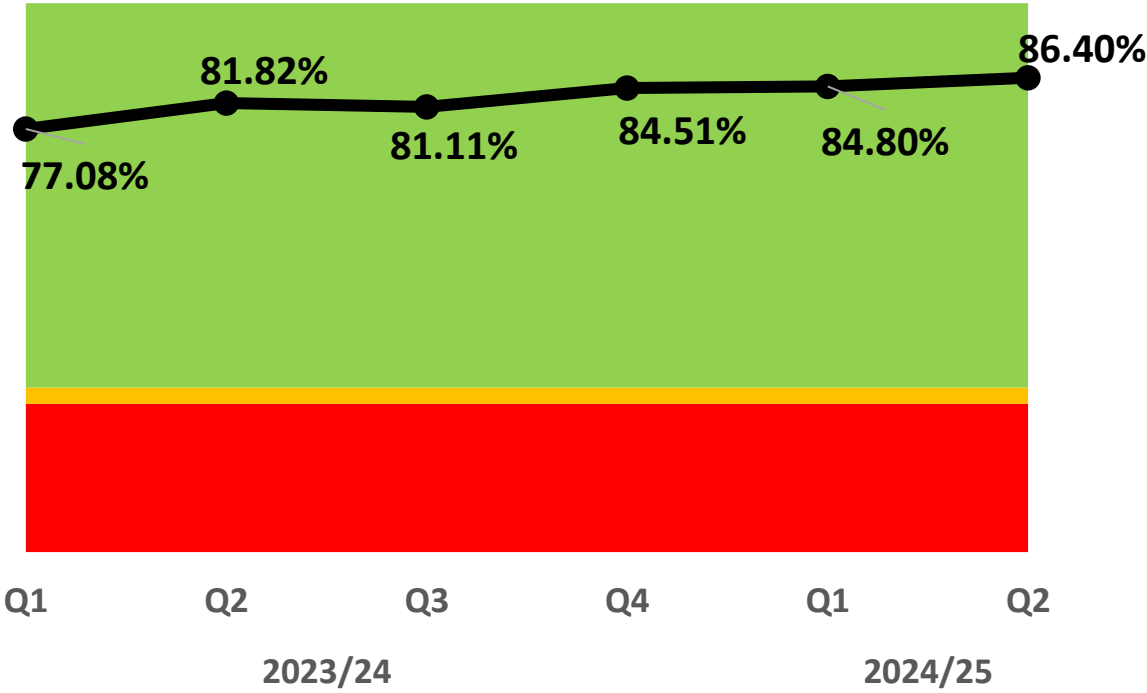
Priority	A more prosperous borough	
Description	This indicator measures the percentage of planning applications determined within their statutory timescales. It is broken down by the three types (major, minor and other).	
Why is this indicator important?	Local authorities have a responsibility for Development Management performance in terms of the speed of determining applications.	
Service	Planning Services	
Lead Councillor	Cllr Fiona White	
Target & tolerance	Major applications: 60% within 13 weeks Minor applications: 70% within 8 weeks Others: 85% within 8 weeks. A 3% tolerance is given for all applications, meaning for majors, red is anything below 57%; minors, red is anything below 67%; and others, red is anything below 82%.	
Narrative	In Q2, performance for all types of planning application were in excess of the target.	

Background information

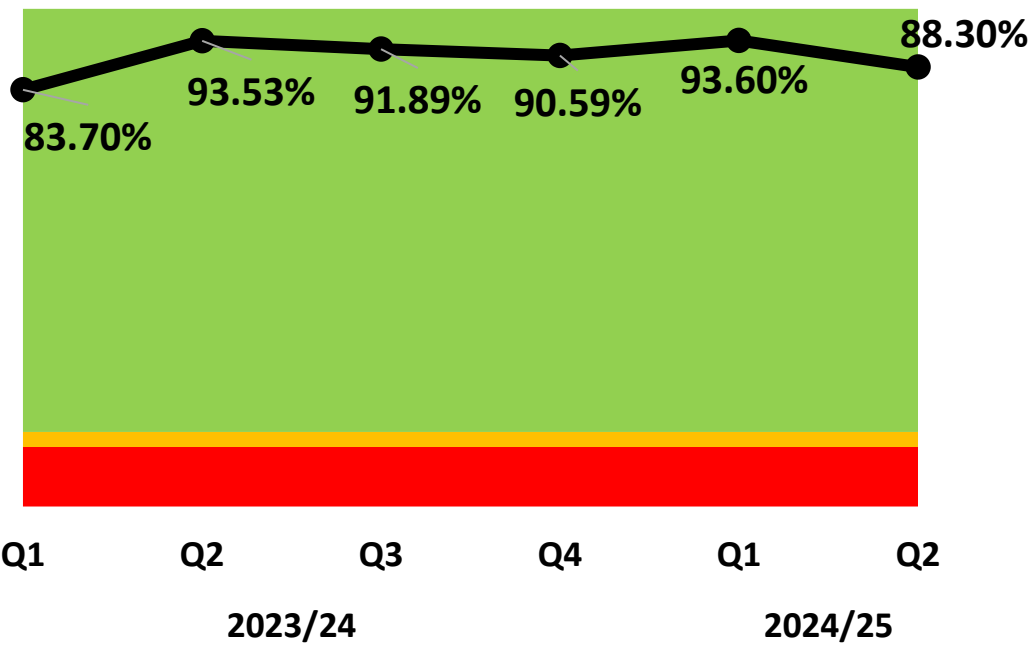
% of major applications completed within timescale



% of minor applications determined within timescale



% of other applications determined within timescale

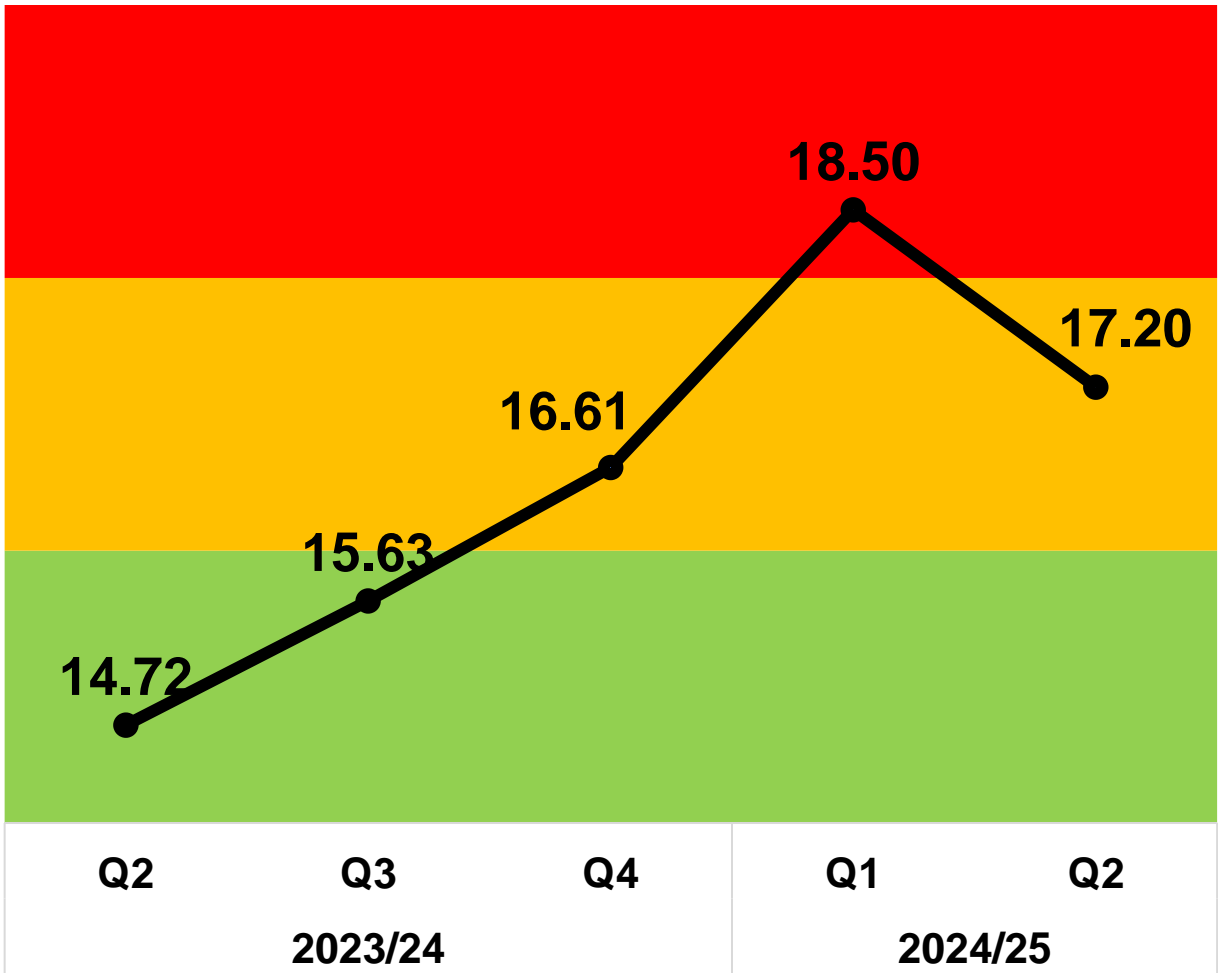


Major applications – any application that involves residential development of ten or more dwellings or on a site greater than 0.5 ha; floorspace greater than 1,000 sqm.

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

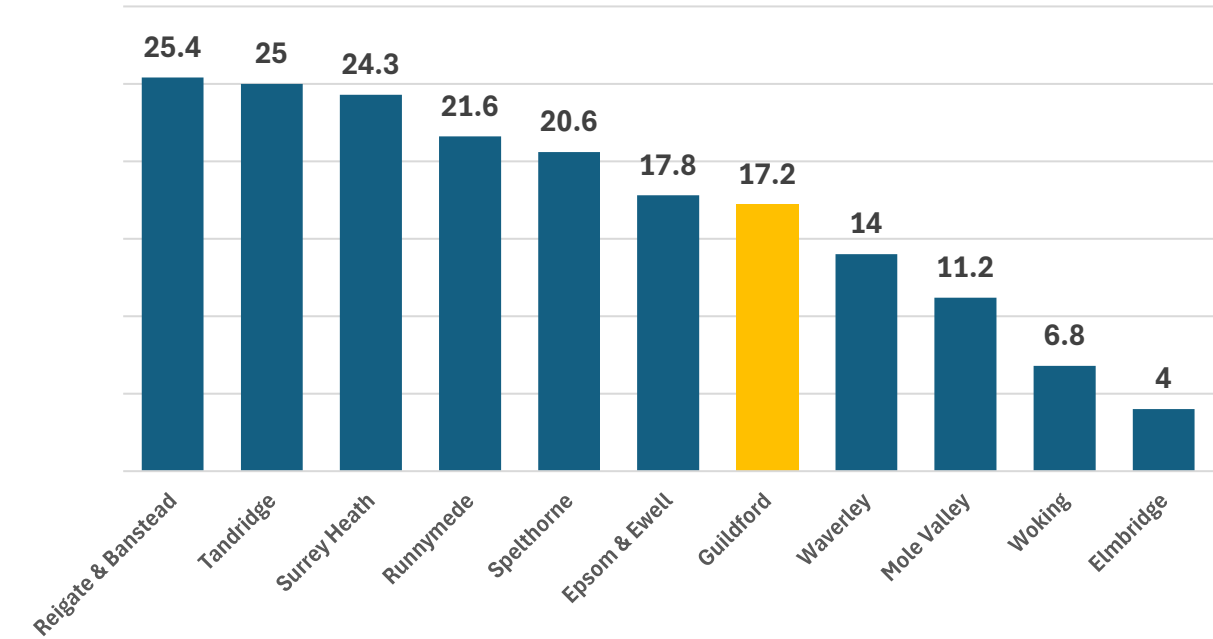
Other applications – householder applications; changes of use; listed building consent.

INCL 1 – Processing of new housing benefit claims

Priority	A more inclusive borough	
Description	This indicator measures the average (mean) number of days taken to assess new housing benefit claims. It is measured on a cumulative, year to date basis.	
Why is this indicator important?	Efficiently processing housing benefit claims is important for ensuring that our residents, many of whom are vulnerable, can access the benefits which they are entitled to.	
Service	Finance	
Lead Councillor	Cllr Richard Lucas	
Target & tolerance	16 days. A tolerance of 2 days is applied each quarter, meaning that performance greater than 18 days is red rated.	
Narrative	Following the roll-out of Universal Credit, only those of state pension age or those living in supported or temporary accommodation can make a new claim for Housing Benefit. New claims are now lower in number though are typically more complex than that seen in previous years, which can delay processing as necessary information and evidence is sought. As this KPI is cumulative the reduction to 17.2 days shows a substantial improvement in Q2.	

Background information

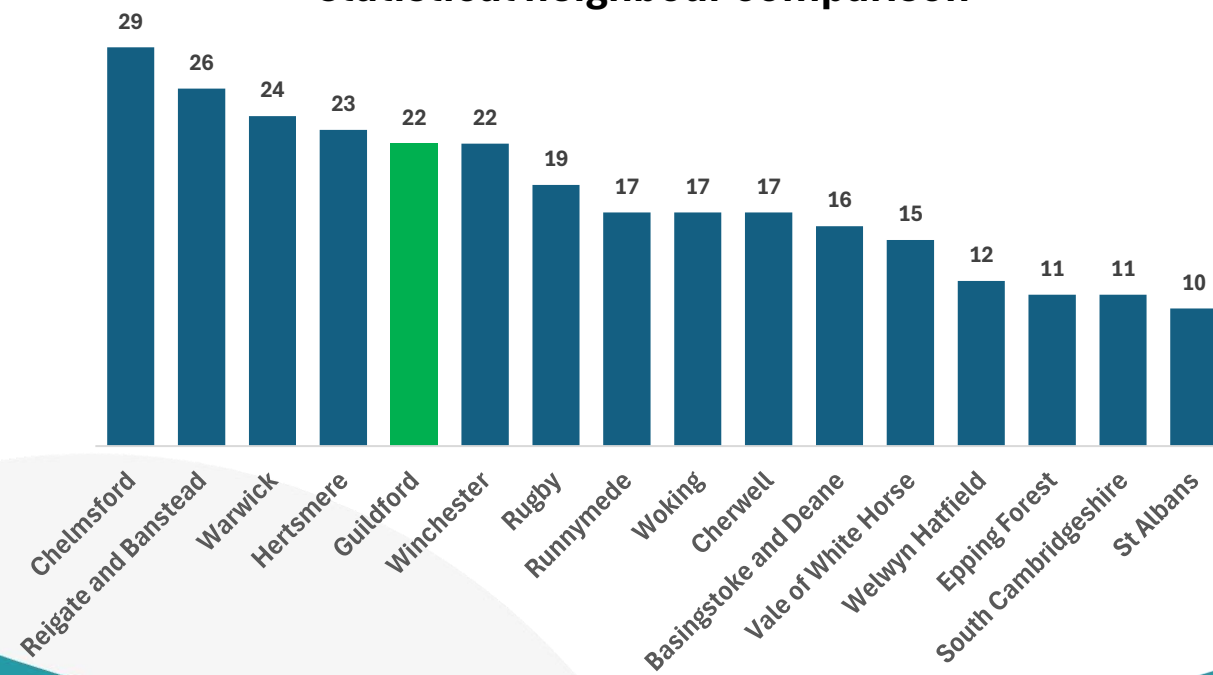
Q2 processing of new housing benefit claims



Q2 comparison with other Surrey authorities

This chart compares performance in Q2 with other local authorities in Surrey. Guildford’s performance is broadly in the middle of the range.

2023/24 processing of new housing benefit claims - statistical neighbour comparison

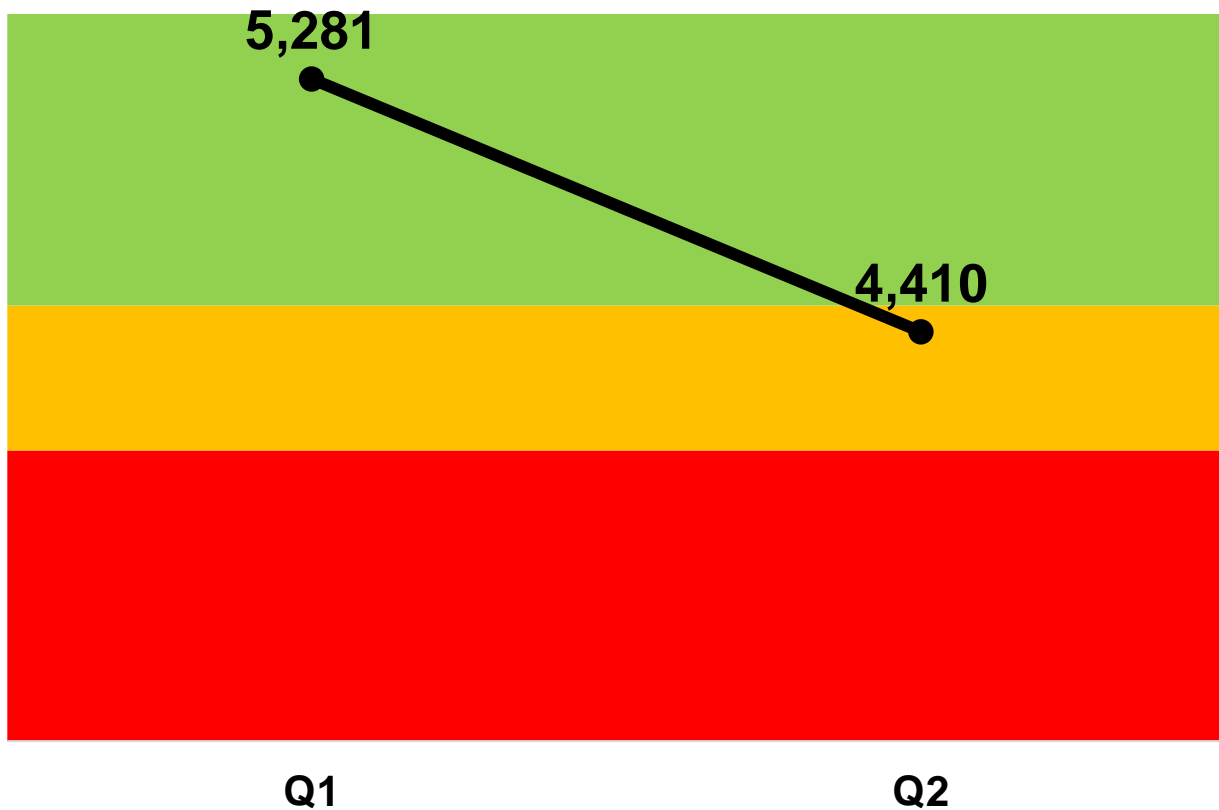


2023/24 annual performance

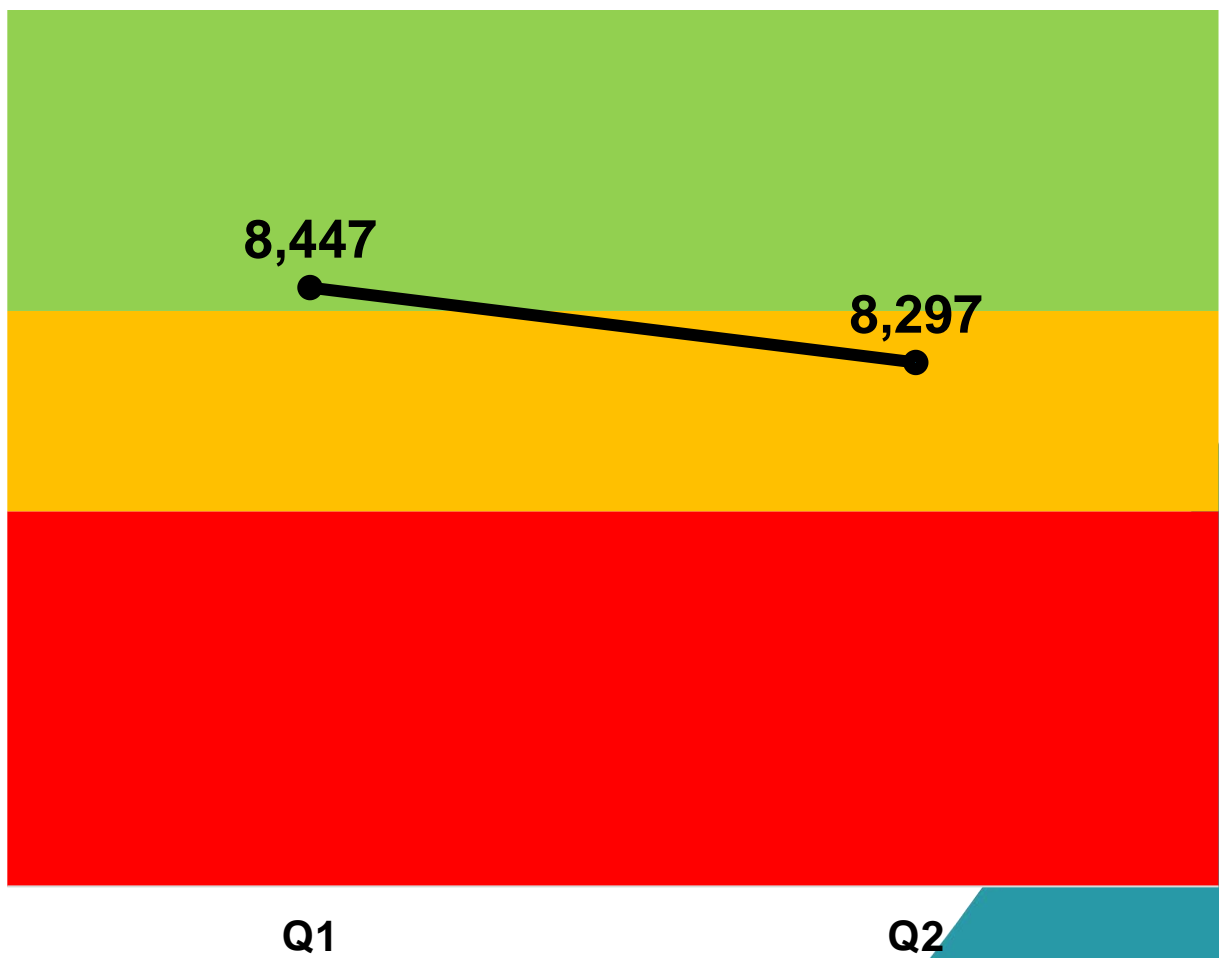
The Department for Work and Pensions verify and publish annual performance data for this indicator. 2023/24 performance data was recently published, showing that in 2023/24 the council’s performance for this indicator averaged at 22 days. The adjacent chart compares the council’s performance with its CIPFA ‘near neighbour’ comparators.

INCL 2 – Community Transport usage

[Click here to return to the contents page](#)

Priority	A more prosperous borough	 <table><tr><th>Quarter</th><th>Usage</th></tr><tr><td>Q1</td><td>5,281</td></tr><tr><td>Q2</td><td>4,410</td></tr></table>	Quarter	Usage	Q1	5,281	Q2	4,410
Quarter	Usage							
Q1	5,281							
Q2	4,410							
Description	Number of community transport journeys each quarter.							
Why is this indicator important?	Providing accessibility to services and to encourage social interaction enables our residents to live well for longer.							
Service	Community Services							
Lead Councillor	Cllr Carla Morson							
Target & tolerance	4,500 journeys per quarter. A tolerance of 500 is applied each quarter, meaning that performance of less than 4,000 is red rated.							
Narrative	At the Hive we have 11 community transport vehicles (9 are electric vehicles) that support our transportation of the most vulnerable. Journeys are often door to door journeys for medical appointments or shopping. The journeys also facilitate people to come use the facilities at the Hive.							

INCL 3 – Community Meals usage

Priority	A more prosperous borough	 <table><tr><th>Quarter</th><th>Usage</th></tr><tr><td>Q1</td><td>8,447</td></tr><tr><td>Q2</td><td>8,297</td></tr></table>	Quarter	Usage	Q1	8,447	Q2	8,297
Quarter	Usage							
Q1	8,447							
Q2	8,297							
Description	The number of community meals delivered by the council							
Why is this indicator important?	Community meals is a vital service to the most vulnerable. We support people who often have no one else to care for them and provide the only hot meal they will eat that day. Our commitment to inclusivity and our most vulnerable is best demonstrated through this service.							
Service	Community Services							
Lead Councillor	Cllr Carla Morson							
Target & tolerance	8,400 meals delivered each quarter. A tolerance of 400 is applied each quarter, meaning that performance of less than 8,000 is red rated.							
Narrative	<p>We have recently replaced our fleet with multipurpose community vehicles, that are utilised between 9am and 2.30pm for the Community Meals service. Community meals are delivered to people who have been referred by Adult Social Care as well as to people who have taken up the service privately. The team deliver hot meals at home addresses between 11.30am – 2pm and undertake safeguarding checks on our customers.</p> <p>Please note that there was a reporting issue in quarter 1 and the actual figure should have been 8,447 and not 11,195 as previously reported. Going forward, we have reviewed the target figure as we expect our annual total to be between 33,000-34,000 meals. With that in mind, we have set a target of 8,400 meals per quarter, with a tolerance of 400 applied each quarter, meaning that anything less than 8,000 is red rated. It is hoped this can be increased to 8,500 meals in the future.</p>							



INCL 4 – Community Engagement

[Click here to return to the contents page](#)

Priority	A more inclusive borough					
Description	This indicator measures the number of face-to-contacts by Community Services, including visits to the Hive, Community Fridge and Pantry. The figures also include wellbeing outreach projects and playrangers across the borough.					
Why is this indicator important?	The council is committed to ensure Guildford is an inclusive borough and this work enables everyone to gain appropriate access to council services as well as wider health and wellbeing support that empowers people to live well for longer.					
Service	Community Services					
Lead Councillor	Cllr Carla Morson					
Target & tolerance	4,000 face-to-face contacts per quarter. A tolerance of 500 is applied each quarter, meaning that performance of less than 3,500 is red rated.					
Narrative	There was slightly reduced contact during quarter 2 due to school holidays with some services such as Playrangers and the Youth Café as they run during term time only.					

Year	Qtr.	Actual	Target	RAG
2024/25	Q1	4,405 contacts	4,000 contacts	GREEN
	Q2	3,893 contacts	4,000 contacts	AMBER

INCL 5 – Attendance at leisure facilities in the borough

Priority	A more inclusive borough					
Description	This indicator measures the number of people that have attended activities at: Spectrum, Lido and Ash Manor Sports Centre					
Why is this indicator important?	One of the outcomes within the corporate strategy is for residents to be inspired and encouraged to lead a healthy and active life. Providing leisure facilities, together with our partners, is a key way that the council can achieve this.					
Service	Commercial Services					
Lead Councillor	Cllr Catherine Houston					
Target & tolerance	400,000 people. A tolerance of 10% (40,000 people) is applied each quarter, meaning that performance of less than 360,000 is red rated.					
Narrative	Quarter 2 usage is slightly higher than the preceding quarter. However, it should be noted that the Lido was only open in two of the months for this quarter. 83% of the visitors for this number used Spectrum with 12% using the Lido and the remaining 5% visiting Ash Manor sports centre. It should be remembered that Ash Manor is a dual use site so has limited opening hours for the community.					

Year	Qtr.	Actual	Target	RAG
2024/25	Q1	450,942	400,000	GREEN
	Q2	460,085	400,000	GREEN

Q2 2024/24 leisure visit breakdown

Facility	Visits
Spectrum	383,639
Lido	55,890
Ash Manor	20,556

Priority	A more inclusive borough	<table><tr><th>Year</th><th>Qtr.</th><th>Actual</th><th>Target</th><th>RAG</th></tr><tr><td rowspan="2">2024/25</td><td>Q1</td><td>49,293</td><td>TBC</td><td>TBC</td></tr><tr><td>Q2</td><td>TBC</td><td>TBC</td><td>TBC</td></tr></table>					Year	Qtr.	Actual	Target	RAG	2024/25	Q1	49,293	TBC	TBC	Q2	TBC	TBC	TBC
Year	Qtr.						Actual	Target	RAG											
2024/25	Q1						49,293	TBC	TBC											
	Q2						TBC	TBC	TBC											
Description	This indicator measures the number of people who have attended events at G Live																			
Why is this indicator important?	The corporate strategy identifies the importance of cultural venues in instilling pride and a sense of belonging within the borough’s communities.																			
Service	Commercial Services																			
Lead Councillor	Cllr Catherine Houston																			
Target & tolerance	TBC																			
Narrative	A new Venue Director is joining G Live in January 2025. Reporting data and targets will be agreed once they are in post, as well as useful background contextual information to monitor the venue’s performance and reach.																			

To follow from Q3

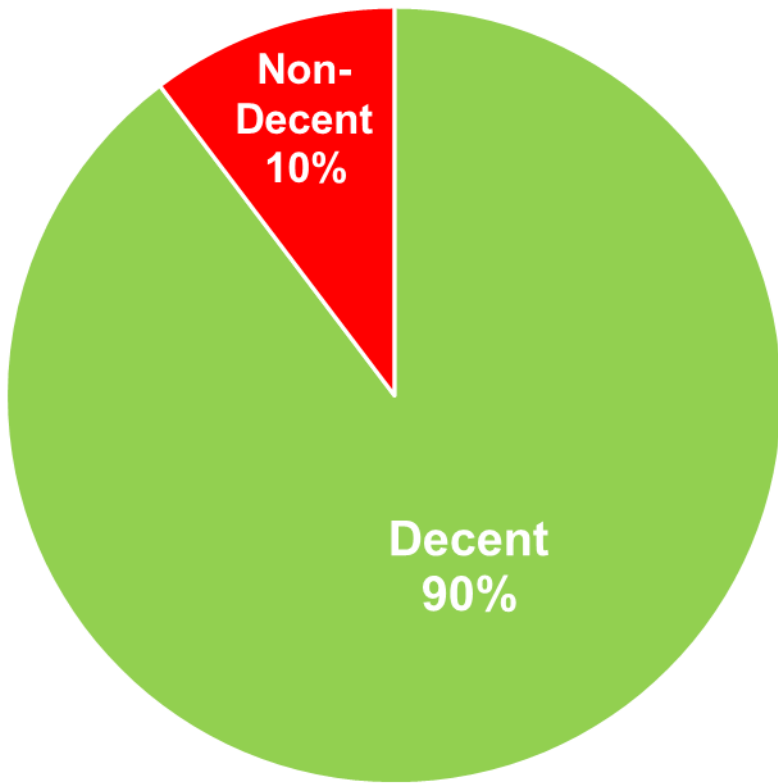
INCL 7 – Attendance at heritage facilities in the borough

Priority	A more inclusive borough					
Description	This indicator measures the number of people who have attended: the Guildford museum, Castle, Guildford House and the Guildhall.	Year	Qtr.	Actual	Target	RAG
Why is this indicator important?	The corporate strategy identifies the importance of cultural venues in instilling pride and a sense of belonging within the borough’s communities. Figures are recorded from: manual counts (Guildhall, Guildford House, Museum), ticket sales (Guildford Castle) and event attendance/ bookings (all attractions).	2024/25	Q1	14,859	12,500	GREEN
			Q2	16,986	12,500	GREEN
			Q3		9,000	
			Q4		7,000	
Service	Commercial Services					
Lead Councillor	Cllr Catherine Houston					
Target & tolerance	Attendance varies seasonally, so the target for each quarter is reflective of this. The targets are as follows: Q1: 12,500 people Q2: 12,500 people Q3: 9,000 people Q4: 7,000 people Each quarter, a tolerance of 1,000 people is applied.					
Narrative	Quarter 2 showed an increase in attendance which was due to Heritage Open Days, school/group visits and a bumper August which all contributed to high visitor figures for the quarter.					

Background information

Location	Attendance
Guildhall	1,640
Guildford Castle	5,015
Museum	2,908
Guildford House	7,423

The table provides a breakdown of attendances at our heritage venues during Q2, which includes events not included in the daily visitor count, such as booked talks and schools/group visits.

Priority	Decent and affordable homes	 <table><tr><td>Decent</td><td>90%</td></tr><tr><td>Non-Decent</td><td>10%</td></tr></table>	Decent	90%	Non-Decent	10%
Decent	90%					
Non-Decent	10%					
Description	This indicator measures the percentage of the council's occupied housing stock that does not meet the government's Decent Homes Standard .					
Why is this indicator important?	Ensuring that the council's tenants have decent homes is a corporate priority as set out in the recently adopted corporate strategy.					
Service	Housing					
Lead Councillor	Cllr Julia McShane					
Target & tolerance	The aim is to reach a target of 100% which is the national standard. A tolerance of 2% is applied due to expected operational fluctuations.					
Narrative	<p>The impetus to meet the Decent Homes standard will be driven by the development of a range of long-term contracts that will deliver compliance and component investment requirements that will form part of the HRA Business Plan and medium term financial investment strategy.</p> <p>As part of this process, a planned capital programme of works has been produced and will be considered at the Budget Council meeting on 5 February 2025, when approval will be sought on the capital spend.</p> <p>Following this, the longer term procurement pipeline that has been developed, will allow us to go out to the market to agree the supply chain to deliver the programme of works.</p>					

HOMES 2 – Housing repairs completed on time

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Priority	Decent and affordable homes		
Description	This indicator measures the overall speed of completing repairs to the council's housing stock. It is reported one quarter in arrears, with Q1 reported in Q2. A snapshot is taken at the end of the quarter and each job raised is given a target completion date. If the job is completed within the target timeframe, it is logged as being on target. If a job has not been completed but is still within the timeframe, it is marked as on target and will be picked up as part of subsequent quarterly reporting (which will be on a cumulative basis). As this is a new indicator this will take place from the next quarter's performance report.		
Why is this indicator important?	An efficient housing repairs service is fundamental to ensuring that council residents live in decent, well-maintained housing.		
Service	Housing		
Lead Councillor	Cllr Julia McShane		
Target & tolerance	The overall, aggregate target is to be confirmed following a benchmarking exercise with comparable local authorities.		
Narrative	The performance in this area has been impacted by the loss of the main contractors and key members of staff due to the fraud investigation last year. We are working to secure new contractors and establish a programme of works to improve performance and return to expected levels of service for tenants in maintaining homes satisfactorily. In Q1 2024/25, there were 6,875 repairs carried out to the council's housing stock. Of this total 5,988, (87%) of repairs were completed on time. Additional information is provided below.		

13.67%

86.33%

Q4
2023/24

12.90%

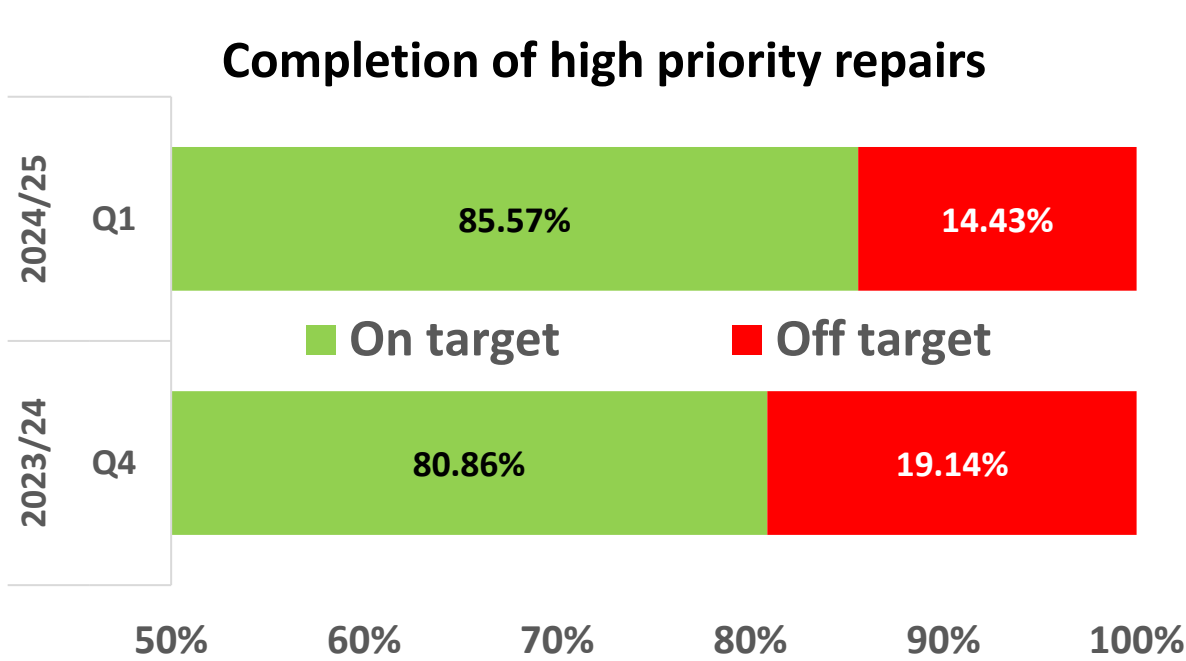
87.10%

Q1
2024/25

■ On target

■ Off target

Background information



Total number of repairs	
Status	Q1 2024/25
Off target	887
On target	5,988
Grand Total	6,875

Completion of high priority repairs

Repairs are categorised depending on the issue raised. The above chart demonstrates performance for the highest priority category of repairs. Targets are set factoring in resident availability, though generally targets are as follows:

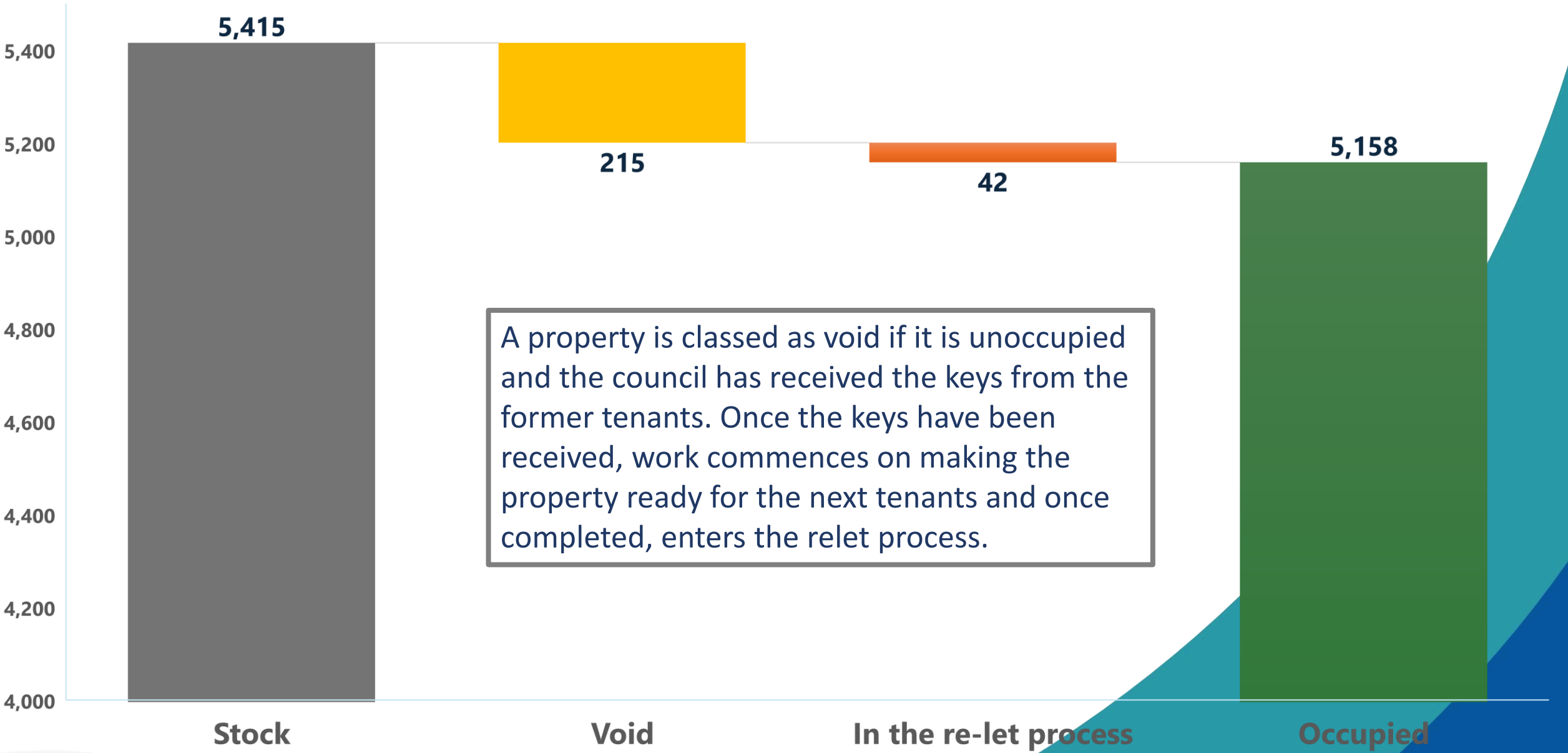
- Emergency – same day
- 24 hour – within 24 hours which may straddle two working days
- Urgent – three working days

Priority	Decent and affordable homes					
Description	This indicator measures the number of void housing properties held within the Housing Revenue Account (HRA), including the number of voids in the re-let process.	Year	Quarter	Actual	Target	RAG
Why is this indicator important?	An efficient housing responsive repairs and re-allocations service is fundamental to ensuring the number of working days taken to re-let a property is kept to a minimum, thereby ensuring that council housing is available to those that need it.	2024/25	Q1	4.03%	TBC	TBC
			Q2	Data not available due to a reporting issue		
			Q3	4.75%	TBC	TBC
			Q4			
Service	Housing					
Lead Councillor	Cllr Julia McShane					
Target & tolerance	Target to be confirmed following a benchmarking exercise with comparable local authorities.					
Narrative	There was an increase in voids during this quarter due to some properties which are longer term voids with structural issues not being previously recorded in the total. We now have a contractor working on the backlog and we are looking to utilise our DLO to reduce these figures in future quarters. We will also be looking to make a strategic decision on the major voids requiring significant structural works as part of the Asset Management Strategy.					

Background information

Housing voids

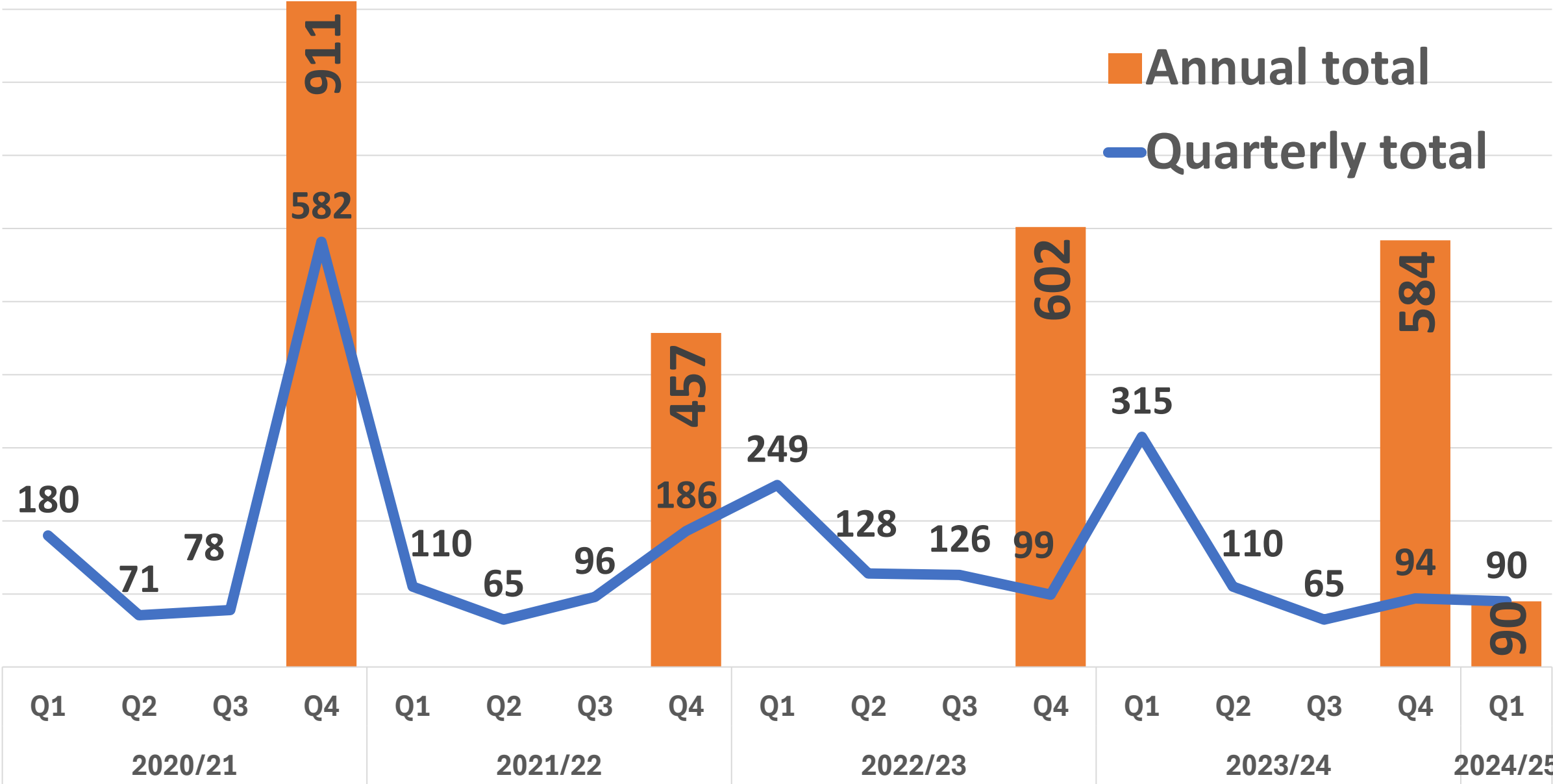
The status of void properties relates to the time period when a council property is unoccupied, following the end of one tenancy and the commencement of another.



Priority	Decent and affordable homes	Year	Qtr	Quarterly Completions	YTD Completions	YTD Target	RAG
Description	This indicator measures the number (net) of new additional homes delivered over the quarter. It is calculated by totalling all new residential properties built, or created through change of use, minus all residential properties demolished. It is reported one quarter in arrears.	2023/24	Q1	315	315	141	GREEN
Why is this indicator important?	The council’s recently adopted Corporate Strategy includes a commitment to deliver new housing.		Q2	110	425	281	GREEN
Service	Planning Services		Q3	65	490	422	GREEN
Lead Councillor	Cllr Fiona White		Q4	94	584	562	GREEN
		2024/25	Q1	90	90	155	RED
Target & tolerance	<p>The council’s national target for home delivery is 1,686 over the previous 3-year period. This figure equates to 562 homes per year, or 141 homes per quarter.</p> <p>However, as the figure is reported over a 3-year period, actual delivery will vary significantly from quarter to quarter and low levels of delivery in one quarter do not necessarily translate into poor annual performance.</p> <p>For our national target, over a three-year period, if we only met 75-95% of the target (1,264-1,601 homes over three years) would require the council to identify actions to increase delivery. If we fell below 75% (less than 1,264 homes) would place a presumption in favour of sustainable development. In line with this and in recognition of the varying performance from quarter to quarter, a tolerance for this KPI of 25% is allowed.</p>						
Narrative	Completions totalled 90 units and are below target at this stage in the year. Larger contributions to this figure were from completions at Manor Farm, Tongham (20) and Stoughton Social Club (14). There was also some delivery from larger site allocations including at Land South of Guildford Road, Ash and Manor Farm, West Horsley.						

Background information

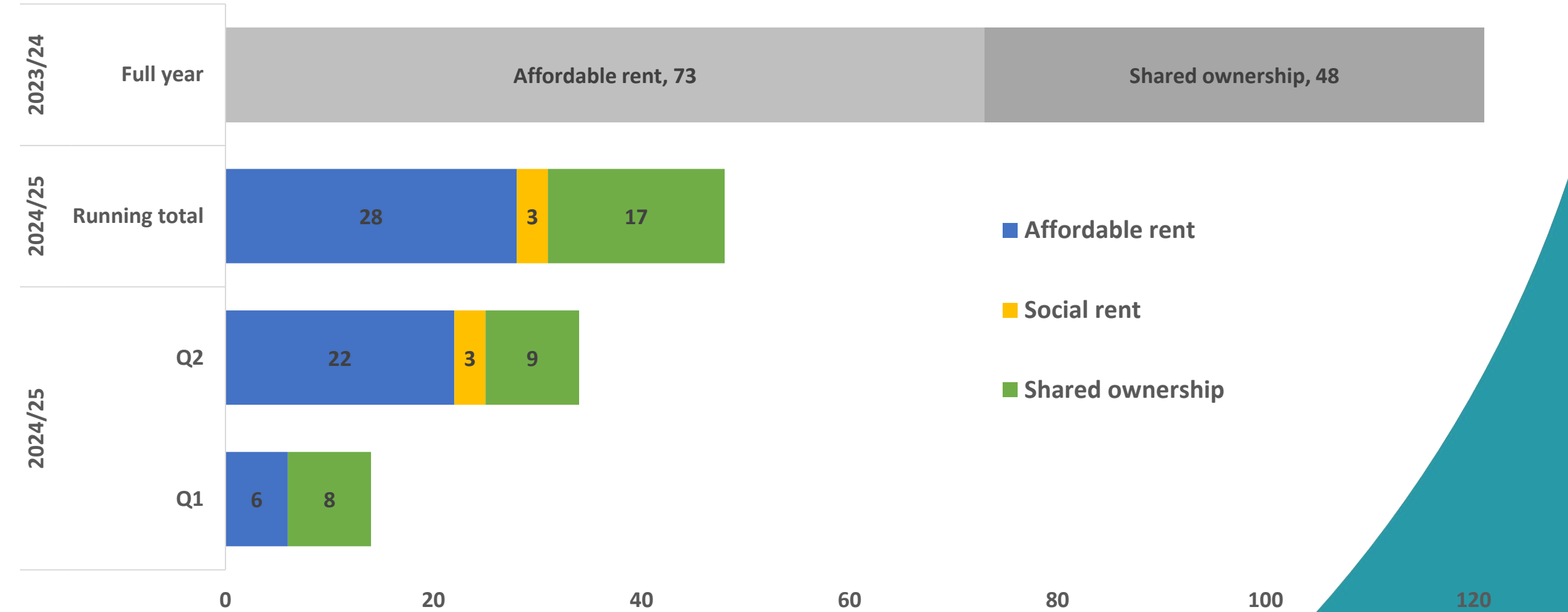
Net housing delivery



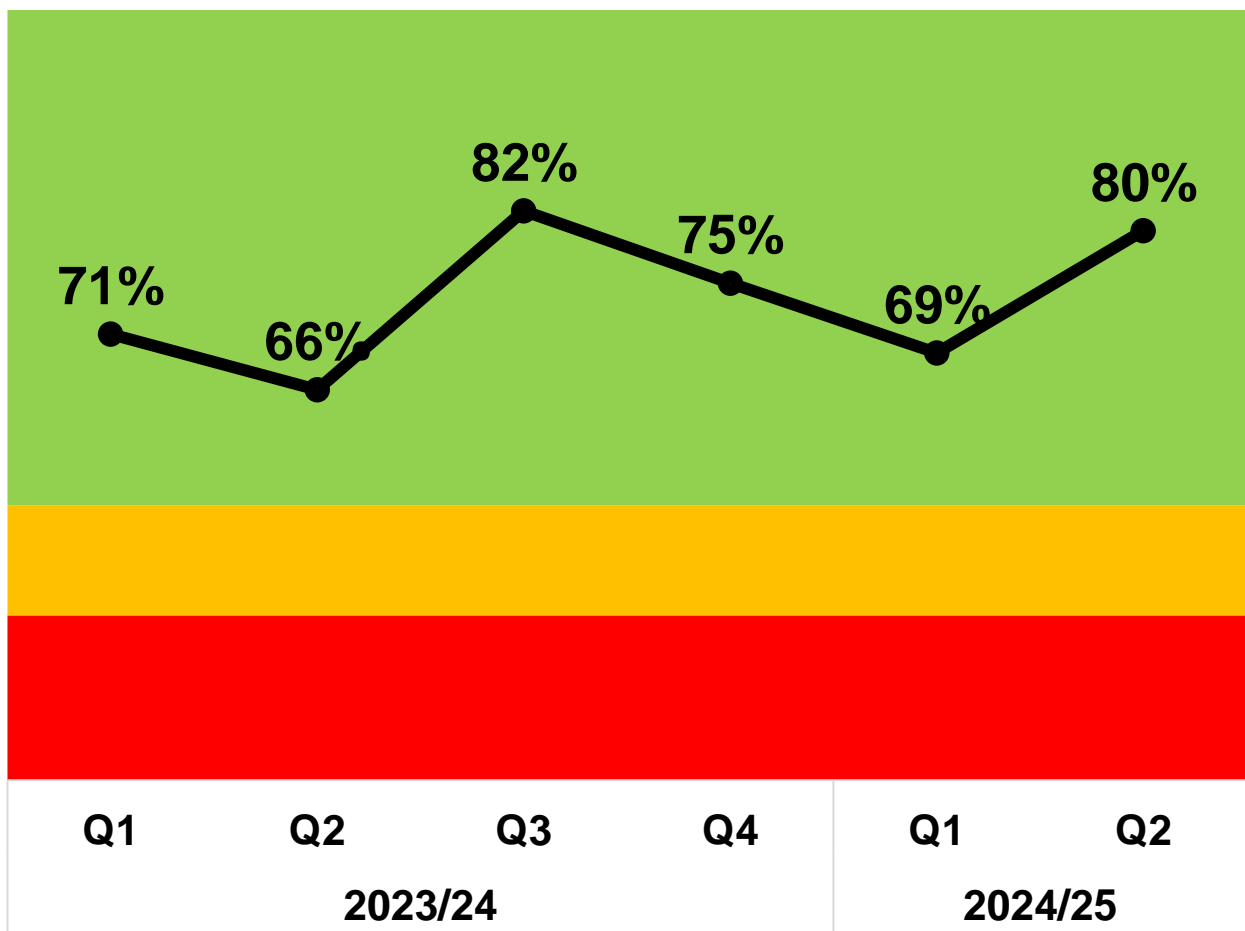
Priority	Decent and affordable homes				
Description	The number of affordable homes delivered (net)	Year	Quarter	Actual	RAG
Why is this indicator important?	To ensure that new affordable housing is delivered that enables residents to access suitable housing at a price they can afford that provides a sustainable mixed community with a wide choice of housing options.	2024/25	Q1	14	INFO ONLY
			Q2	34	INFO ONLY
Service	Housing				
Lead Councillor	Councillor Julia McShane				
Target & tolerance	To be advised further next quarter. This will be based on expected pipeline delivery and future development of the Housing Strategy where the relationship of supply and demand will be considered.				
Narrative	We collate all permitted affordable housing within the borough that is completed within year or expected. This will enable us to respond more effectively to increase delivery and overcome challenges delivering new homes.				

Background information

Affordable housing delivery



Breakdown of affordable housing delivery
This table provides a breakdown by tenure of the affordable housing completed in 2023/24 together with a running total of completions in 2024/25.

Priority	Decent and affordable homes						
Description	Percentage of prevention and relief cases, where a duty exists, with positive outcomes.						
Why is this indicator important?	The council’s recently adopted Corporate Strategy reaffirms our commitment to ensure that everyone in Guildford borough has a safe place to live.						
Service	Housing						
Lead Councillor	Cllr Julia McShane						
Target & tolerance	55%. A tolerance of 10% is applied each quarter, meaning that performance of less than 45% is red rated.	Q1	Q2	Q3	Q4	Q1	Q2
		2023/24				2024/25	
Narrative	This quarter, we successfully supported 80% of those who sought homelessness support. This constituted 84 households. There were 62 households for whom we ended our prevention duty, 82% of these (51 households) successfully. Our relief duty was ended for 43 households, 77% (33 households) were successfully supported into alternative accommodation. In both prevention and relief cases, the majority of these households were successfully provided accommodation within Guildford borough.						

Background information

Prevention and Relief Activity

For each of the 84 cases mentioned above, these tables set out the specific activity undertaken by the council to support our residents.

Prevention	No. of cases
Accommodation secured by local authority or organisation delivering housing options service	22
Helped to secure accommodation found by applicant, with financial payment	15
Negotiation/mediation work to secure return to family or friend	2
Helped to secure accommodation found by applicant, without financial payment	1
Housing related support to sustain accommodation	1
Negotiation/mediation/advocacy work to prevent eviction/repossession	4
No activity – advice and information provided	1
Resolved benefit problems	1
Supported housing provided	3
Financial payments to reduce rent service charge or mortgage arrears	1
Relief	No. of cases
Accommodation secured by local authority or organisation delivering housing options service	13
Helped to secure accommodation found by applicant, with financial payment	2
Helped to secure accommodation found by applicant, without financial payment	1
Supported housing provided	16
No activity	1

Priority	Decent and affordable homes				
Description	The number of households in temporary accommodation at the end of each quarter.				
Why is this indicator important?	The council's recently adopted Corporate Strategy reaffirms our commitment to ensure that everyone in Guildford borough has a safe place to live.				
Service	Housing				
Lead Councillor	Cllr Julia McShane				
Target & tolerance	No target – for information only				
Narrative	<p>Temporary accommodation is for households who are owed a main housing duty under homelessness legislation. They tend to be for cases with complex needs who require self-contained accommodation that is managed by a social landlord, hence the use of mainly the council's stock. The duty can be discharged with either a private sector rented offer or an offer through the housing register. As the council operates a Choice Based Lettings system, we allow people to choose their move on, however we are reviewing this and for those with sufficient priority on the register to be permanently housed, by looking at making direct offers to help free up more accommodation for homeless households.</p> <p>Of the 52 in temporary accommodation this quarter, we have 39 in this category in GBC stock, 5 in supported placements, 6 in housing association short term housing, 1 in private rented and 1 in a hotel. The table below provides a breakdown of the type of accommodation used.</p>				

		No. in temporary accommodation		RAG
2024/25	Q1	51		INFO ONLY
	Q2	52		INFO ONLY

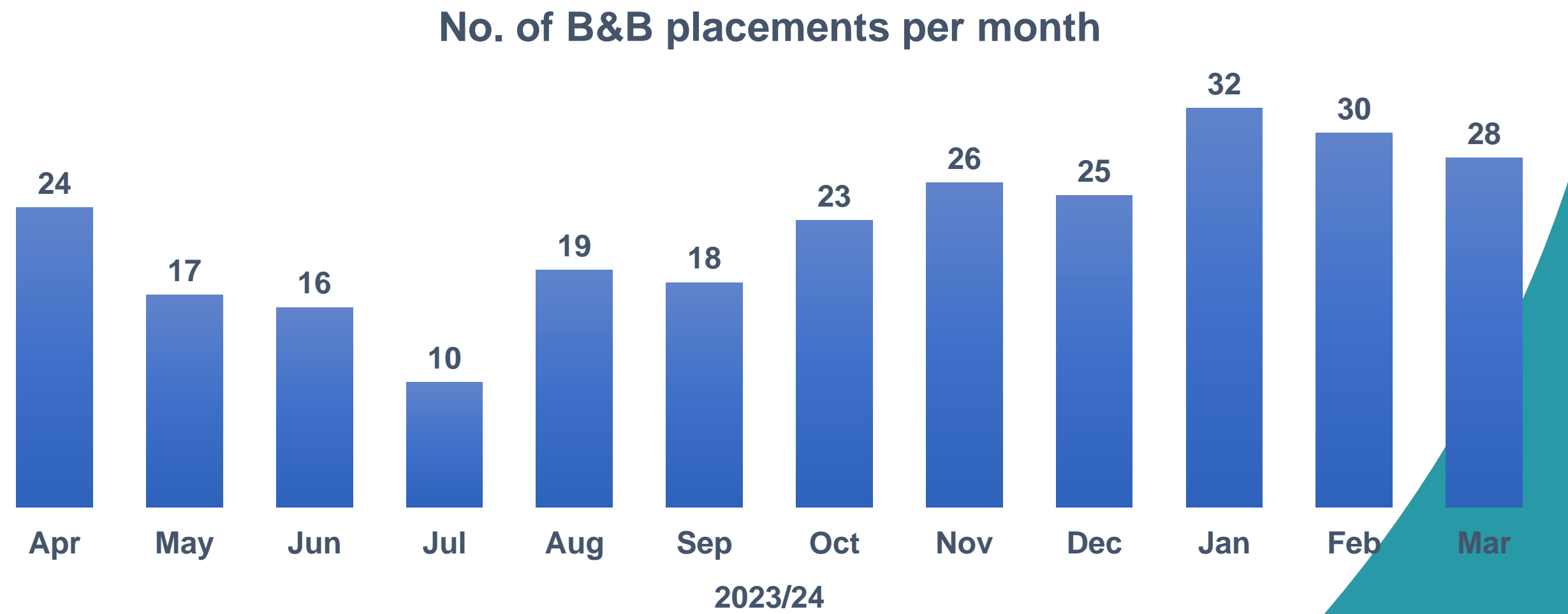
Background information

Year	Quarter	Type of accommodation	No. in accommodation
2024/25	Q2	Hostel	1
		Hotel	1
		Room in shared house	1
		Studio Flat	15
		One-bed property	20
		Two-bed property	7
		Three-bed property	6
		Five-bed property	1
		TOTAL	52



Priority	Decent and affordable homes	<table><tr><th>Month</th><th>Placements</th></tr><tr><td>April</td><td>27</td></tr><tr><td>May</td><td>26</td></tr><tr><td>June</td><td>19</td></tr><tr><td>July</td><td>15</td></tr><tr><td>August</td><td>11</td></tr><tr><td>September</td><td>12</td></tr></table>	Month	Placements	April	27	May	26	June	19	July	15	August	11	September	12
Month	Placements															
April	27															
May	26															
June	19															
July	15															
August	11															
September	12															
Description	The number of placements in B&B accommodation per month.															
Why is this indicator important?	The council’s recently adopted Corporate Strategy reaffirms our commitment to ensure that everyone in Guildford borough has a safe place to live.															
Service	Housing															
Lead Councillor	Cllr Julia McShane															
Target & tolerance	The monthly target for placements is 15 or less. A tolerance of 5 placements applies each month, meaning that any placements greater than 20 is red rated.															
Narrative	<p>Housing authorities have a duty to provide interim accommodation if they have reason to believe the applicant may be; eligible for assistance, homeless and may have a priority need. The threshold for triggering the duty is low and accommodation is often required at short notice.</p> <p>Note: the council may provide accommodation to the same household across more than one recording period.</p>															

Background information



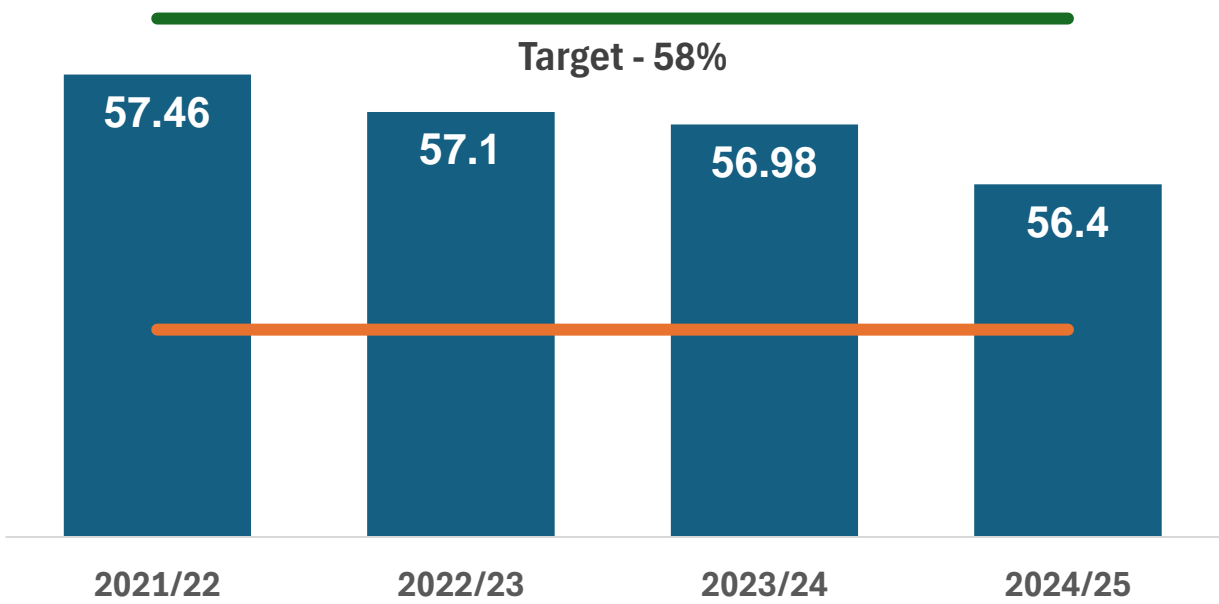
This table shows the number of placements in 2023/24. B&B (refers to **all** placements that are in B&B accommodation over the whole particular given month in question).

Note: placements can mean either individuals or families.

Priority	A resilient and well managed council	Year	Qtr.	Actual	Target	RAG
Description	This indicator measures the percentage of Council Tax collected against the total due. It is reported cumulatively for the financial year to date.	2023/24	Q1	29.73%	30%	AMBER
Why is this indicator important?	Council Tax funds essential local public services delivered by this council as well as others, including Surrey County Council.		Q2	56.98%	58%	AMBER
Service	Finance		Q3	83.9%	87%	RED
Lead Councillor	Cllr Richard Lucas		Q4	97.8%	99%	RED
Target & tolerance	58% collected in Q2, 99% collected by the end of the year. In Q2 a tolerance of 3% is applied, meaning that performance lower than 55% would be red rated.	2024/25	Q1	29.5%	30%	AMBER
Narrative	Performance in Q2 remains within the set and expected tolerance, but not as close to the ideal as in Q1. The service continues to face processing delays which push instalments towards the later months of the year. Once this has occurred it can be difficult to recover from. Because instalments are over an increasingly lower number of months, they will be larger and may not be affordable for all residents. Recovery action is being taken each month (reminders, final notices, court action, post court action) but almost inevitably some residents with the later instalment plans will end the year with charges outstanding. In Q1 we reported that recruitment was taking place to fill vacancies in the team. This remains ongoing, as it is incredibly difficult to recruit experienced Council Tax staff.		Q2	56.4%	58%	AMBER

Background information

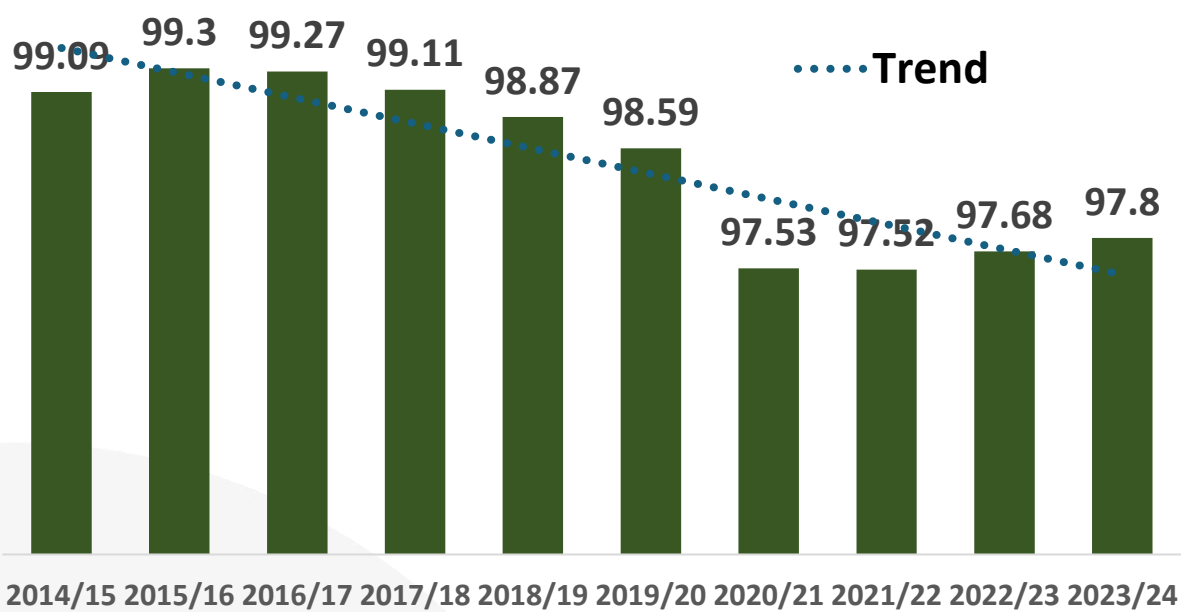
Council Tax collected (%)



Q2 Council Tax collection

This chart compares performance in Q2 with that of the previous three financial years. Performance in Q2 2024/25 is marginally below that seen in the previous three years, due to the factors described above.

Annual Council Tax collection (%)

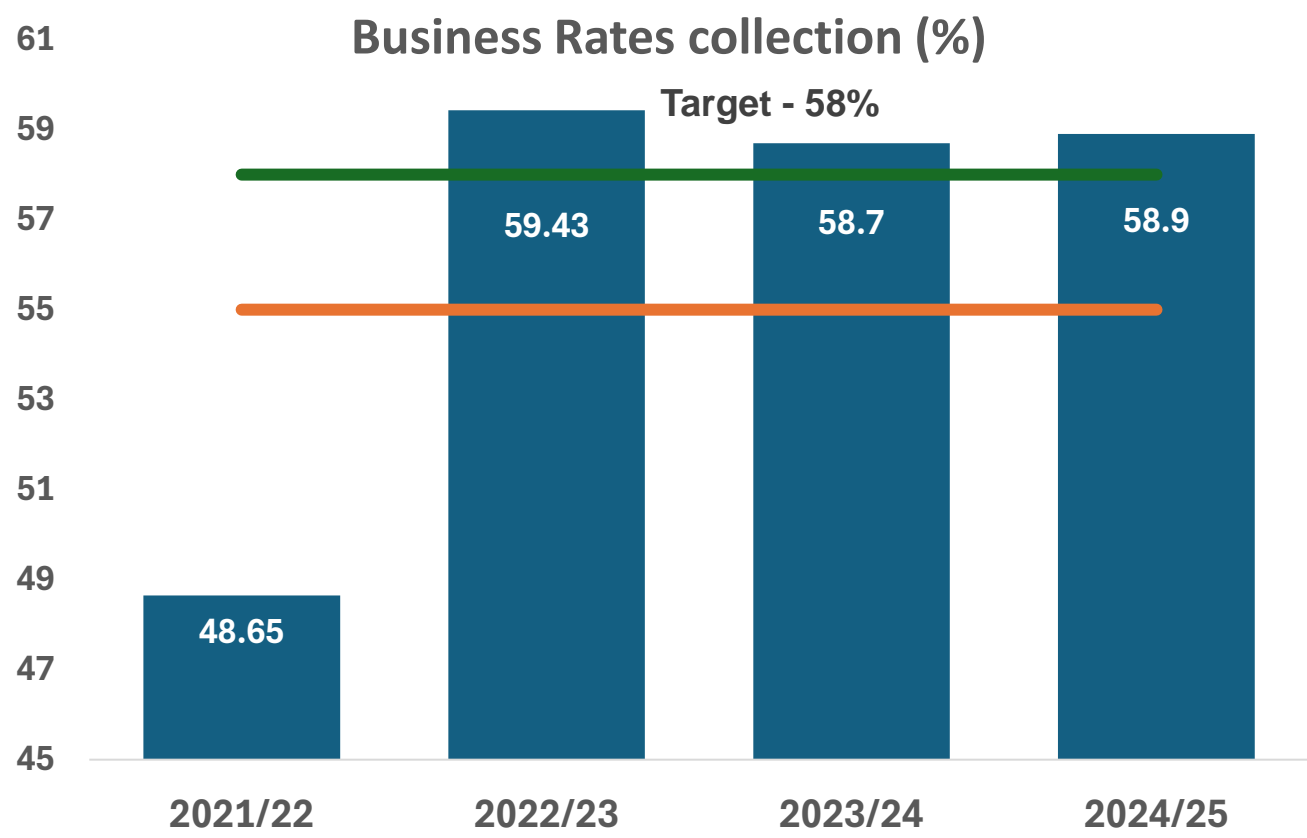


Annual Council Tax collection

This chart shows the total % of Council Tax collected in the last ten financial years. The Covid-19 pandemic had an impact on the collection of Council Tax as noted. However, performance has increased year on year since 2020/21. The 2023/24 performance places Guildford eighth of the eleven districts and boroughs in Surrey.

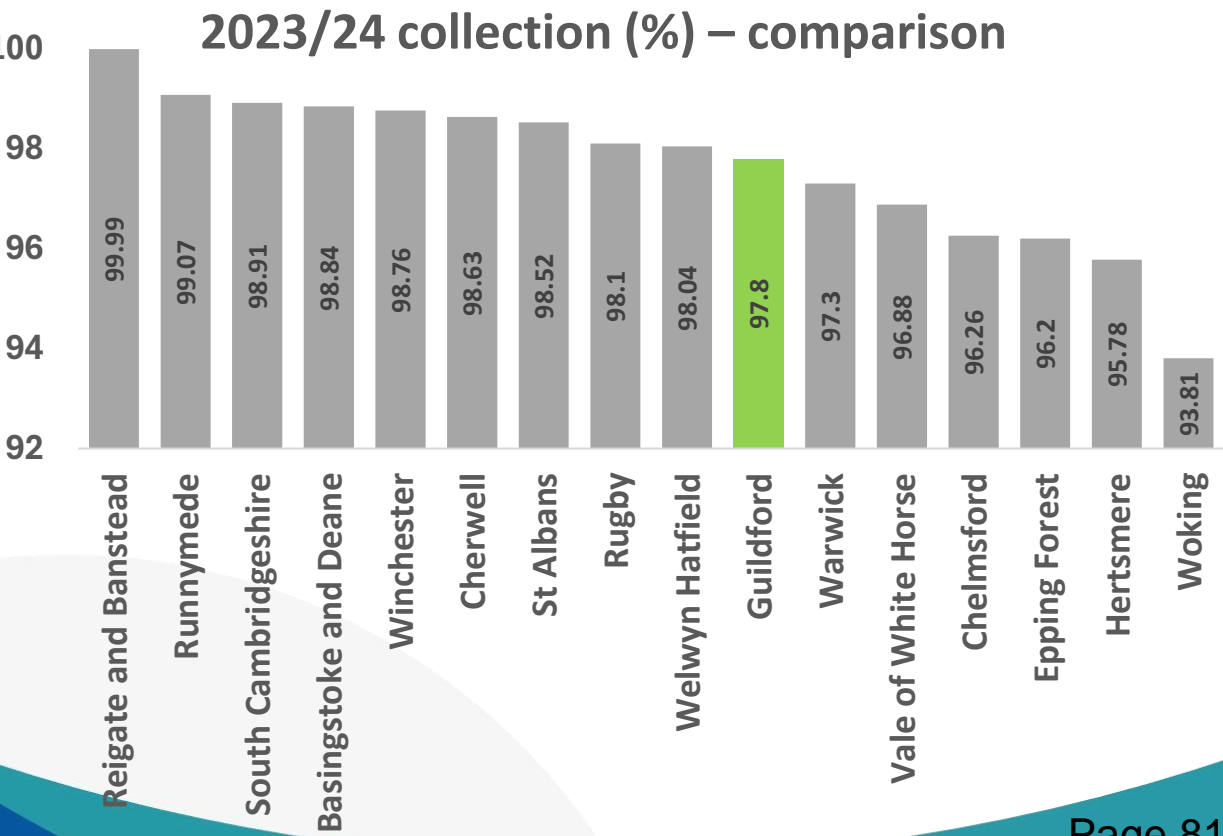
Priority	A resilient and well managed council	Year	Qtr.	Actual	Target	RAG
Description	This indicator measures the percentage of business rates collected against the total due. It is reported cumulatively for the financial year to date.	2023/24	Q1	35.13%	30%	GREEN
			Q2	58.7%	58%	GREEN
Why is this indicator important?	Business rates fund essential public services. Some funds are retained locally, while the remainder is redistributed nationally.		Q3	82.91%	85%	GREEN
Service	Finance		Q4	97.8%	99%	RED
Lead Councillor	Cllr Richard Lucas	2024/25	Q1	30.9%	30%	GREEN
Target & tolerance	58% collected in Q2, 99% collected by the end of the year. In Q2 a tolerance of 3% is applied, meaning that performance lower than 55% would be red rated.		Q2	58.9%	58%	GREEN
Narrative	Performance in quarter 2 has marginally exceeded the set target.					

Background information



Q2 business rates collection

This chart compares performance in Q2 with that of the previous three financial years. Performance in Q2 of 2024/25 is marginally above target and comparable to the previous two years. The comparatively low 2021/22 performance was driven by the effects of the Covid-19 pandemic.

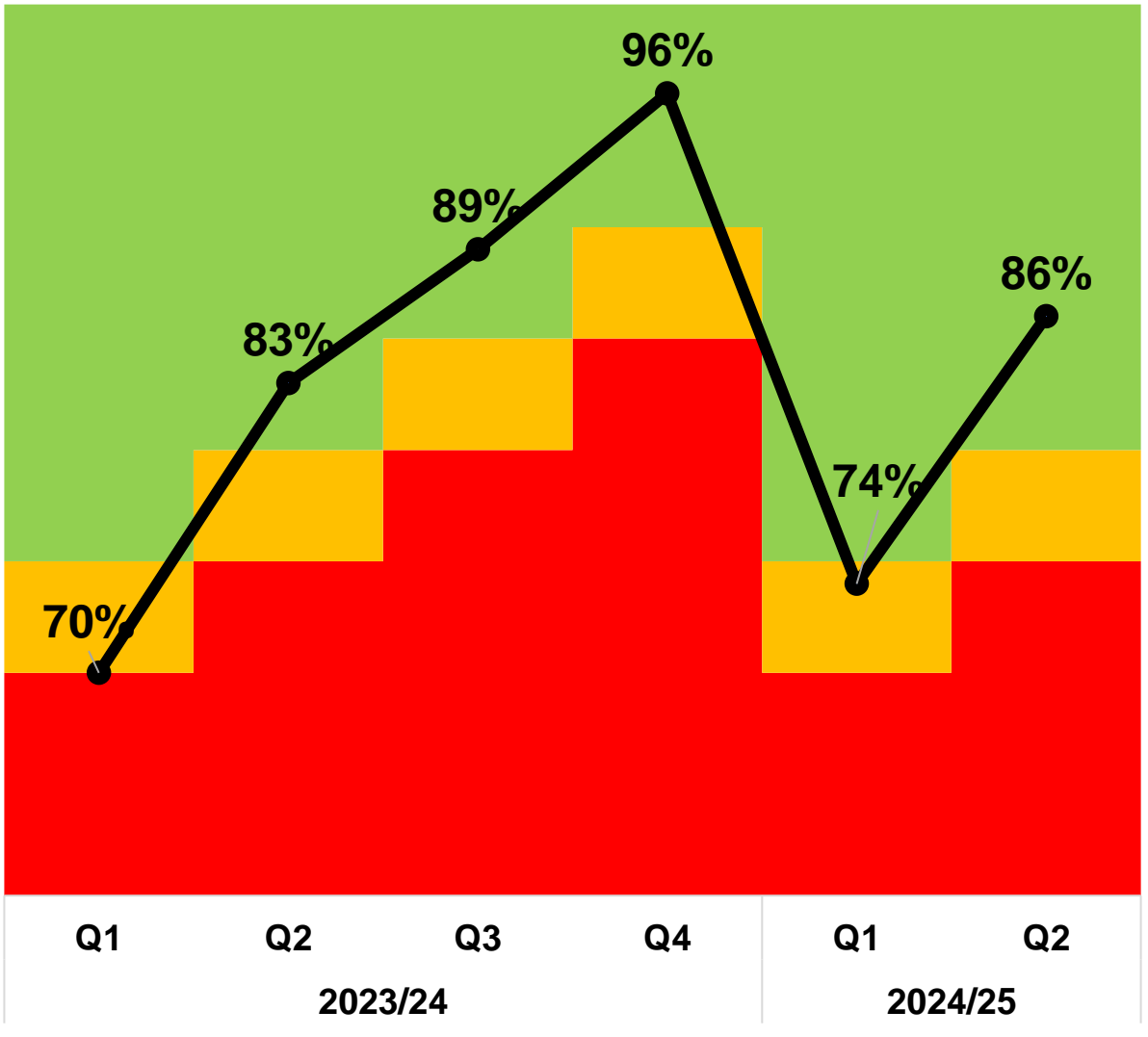


Annual business rates collection

CIPFA (the Chartered Institute of Public Finance and Accountancy) maintains a ‘near neighbour’ index. It allows local authorities to compare performance with authorities sharing similar social and economic characteristics. Comparison data for 2023/24 is provided in the adjacent chart.

COUNC 3 – Sundry debt collection

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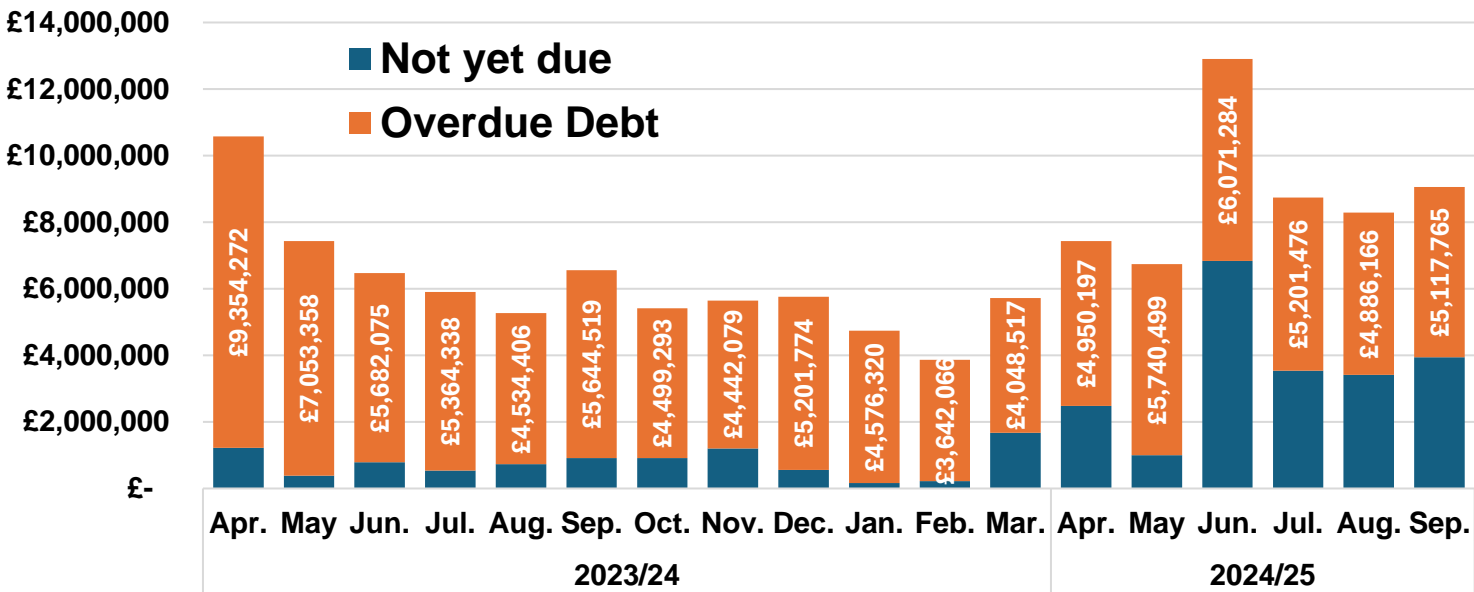
Priority	A resilient and well managed council	
Description	This indicator measures the percentage of sundry debt paid within 30 days of invoice being issued, cumulative for the year.	
Why is this indicator important?	The timely receipt of outstanding debts owed to the council is vital to ensure the council is effectively managing its finances.	
Service	Finance	
Lead Councillor	Cllr Richard Lucas	
Target & tolerance	Q1 - target 75%, tolerance 70.1%-74.9%, so anything below 70% is red. Q2 – target 80%, tolerance 75.1%-79.9%, so anything below 75% is red. Q3 – target 85%, tolerance 80.1%-84.9%, so anything below 80% is red. Q4 – target 90%, tolerance 85.1%-89.9%, so anything below 85% is red.	
Narrative	<p>Following discussion at the O&S committees in September, it was agreed that targets should be reviewed to more accurately reflect collection rates during the year, and this is now reflected in reporting. As the above shows, the target moves during the year to reflect expected variation.</p> <p>Q2 has been significantly better than Q1. Through Q2 we have experienced some system issues meaning invoices not reaching customers on time which took a large portion of the period to fix. More positively we now have a full case team and once the initial period of training is complete, we expect to be at full capacity through Q3. Going forward, the Specialist and Case Teams will meet monthly to review the position to allow them to monitor and better manage the debt management.</p>	

Background information

Service area	Debt that is not yet due	Debt that is overdue	Percentage of debt that is overdue
General Fund Usable Capital Receipts	£ 3,133,665	£39,855	1.26%
Assets and Property	£293,780	£2,242,441	88.42%
Finance	£11,186	£1,674,696	99.34%
Environmental Services	£392,372	£309,482	44.09%
HRA Service Delivery	£68,928	£324,327	82.47%

Outstanding debts by service area

This table shows the five service areas with the highest amounts of debt. This is split by debt that is not yet due (so within terms) and debt that is now overdue.



Outstanding Debts

This graph shows the change in debt levels owed to the council for the past year. Overall, the quantity of debt owed to the council that is overdue is reducing. For Sep 2024, 57% of debt was overdue; significantly lower than the 86% for 12 months previously.

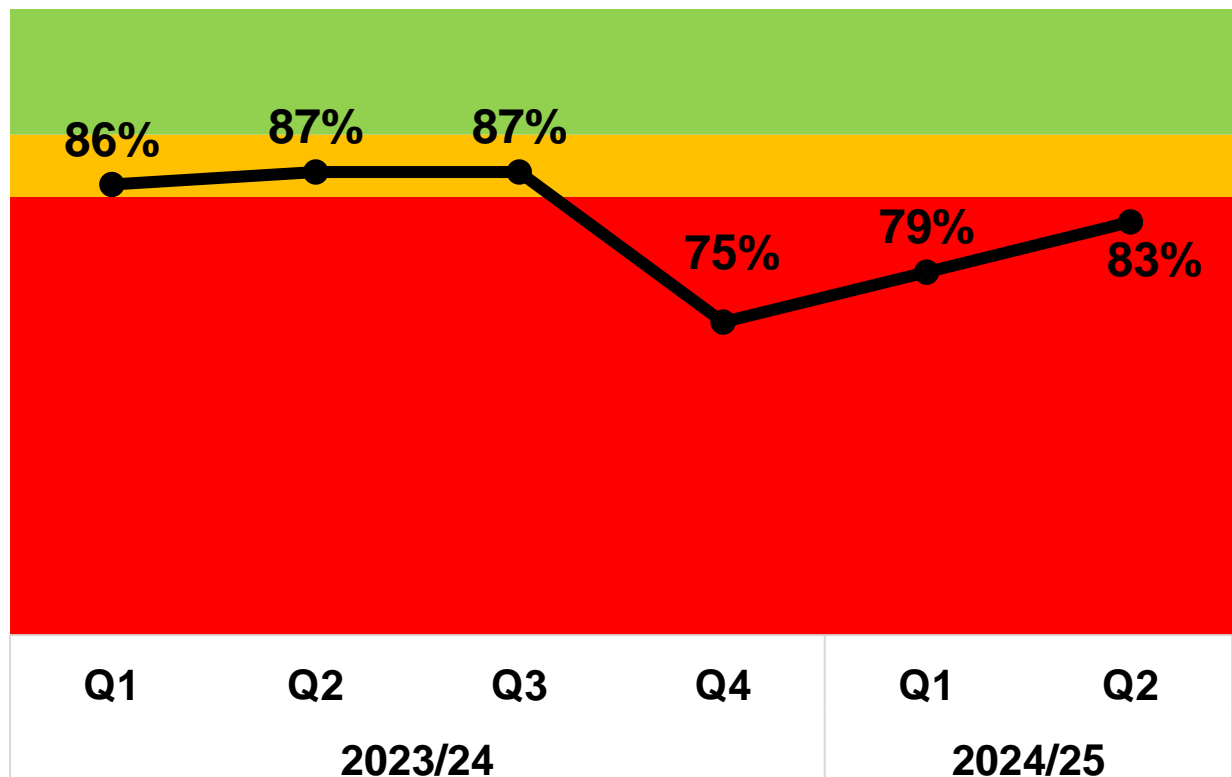


GUILDFORD
BOROUGH



COUNC 4 – Invoices paid on time

[Click here to return to the contents page](#)

Priority	A resilient and well managed council	 <table><tr><th>Quarter</th><th>Year</th><th>Percentage</th></tr><tr><td>Q1</td><td>2023/24</td><td>86%</td></tr><tr><td>Q2</td><td>2023/24</td><td>87%</td></tr><tr><td>Q3</td><td>2023/24</td><td>87%</td></tr><tr><td>Q4</td><td>2023/24</td><td>75%</td></tr><tr><td>Q1</td><td>2024/25</td><td>79%</td></tr><tr><td>Q2</td><td>2024/25</td><td>83%</td></tr></table>	Quarter	Year	Percentage	Q1	2023/24	86%	Q2	2023/24	87%	Q3	2023/24	87%	Q4	2023/24	75%	Q1	2024/25	79%	Q2	2024/25	83%
Quarter	Year		Percentage																				
Q1	2023/24		86%																				
Q2	2023/24		87%																				
Q3	2023/24		87%																				
Q4	2023/24		75%																				
Q1	2024/25	79%																					
Q2	2024/25	83%																					
Description	This indicator measures the percentage of invoices paid within payment terms.																						
Why is this indicator important?	The timely payment of invoices owed by the council is vital to ensure the council is effectively managing its finances.																						
Service	Finance																						
Lead Councillor	Cllr Richard Lucas																						
Target & tolerance	90%. A tolerance of 5% is applied each quarter, meaning that performance of less than 85.5% is red rated.																						
Narrative	Performance for this KPI for this quarter is red rated. However, it has improved compared to the previous quarter. The main reason why the target has not been met for quarter 2 is because payment of invoices through Orchard (Housing’s management system) within term is currently significantly lower than the target of 90%, instead sitting at 60% for these invoices.																						

COUNC 5 – Contract Management and Procurement

Priority	A resilient and well managed council	<div>To be reported from Q3</div>
Description	This indicator measures the percentage of assigned third party spend.	
Why is this indicator important?	Ensuring that the money the council spends with suppliers is based upon a contractual agreement is key to ensuring effective financial management and compliant procurement.	
Service	Finance	
Lead Councillor	Cllr Richard Lucas	
Target & tolerance	90%. A tolerance of 10% is applied to this KPI, meaning that any figure below 80% is red rated.	
Narrative	<p>One of the main objectives for the Financial Services is to develop a classification on spend data to enable the council to have assurance around its level of contract compliance in respect of its own Contract Procedure Rules (CPRs) and that of the council’s legal obligations under procurement legislation (the Law).</p> <p>A new Head of Procurement joined the council in June 2024. In addition to ensuring the council is compliant with the Procurement Act 2023, they are currently reviewing procurement processes and systems. A new contract management database has been commissioned that will provide internal governance and assurance for contract management.</p> <p>Once this is in place, this KPI will be reported to members.</p>	

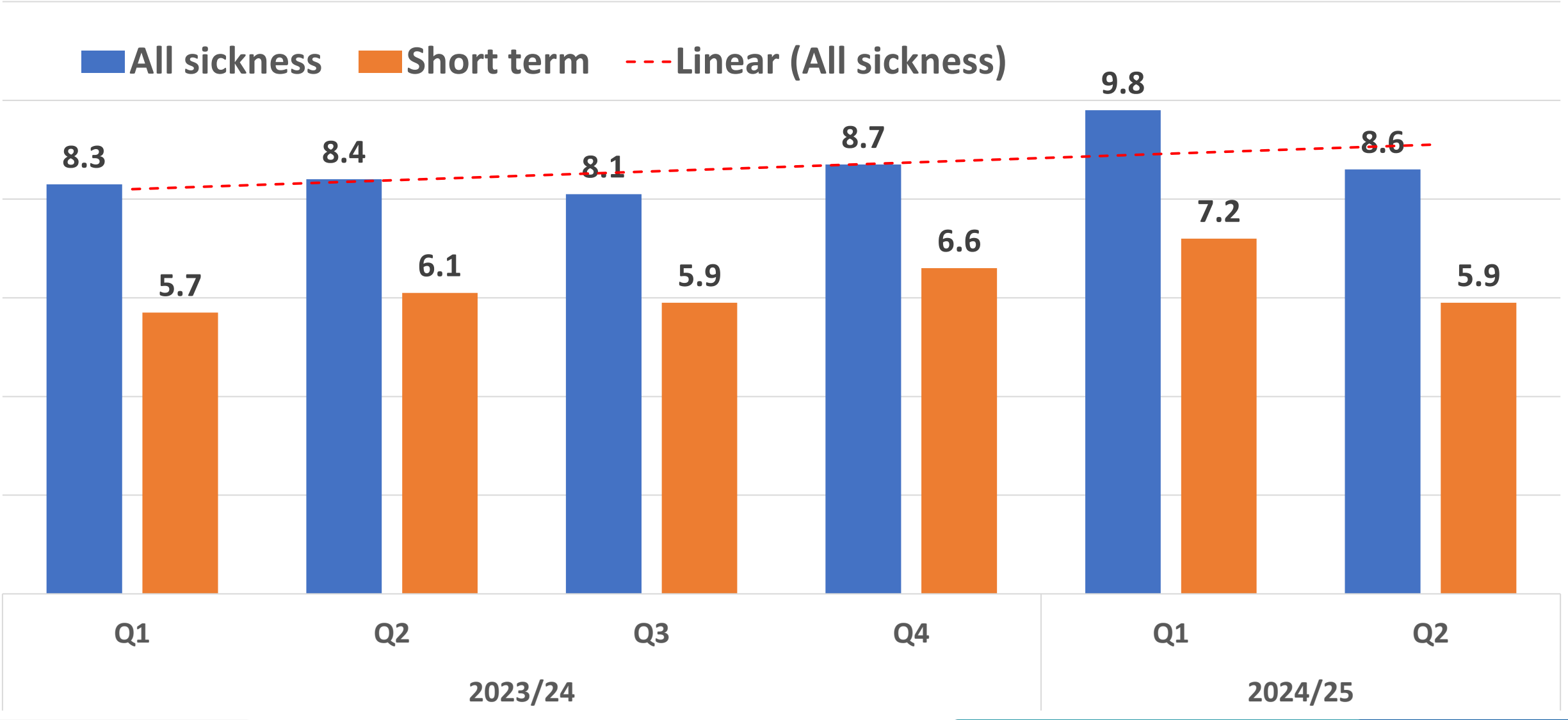
Priority	A resilient and well managed council	
Description	This indicator measures the average number of working days lost to sickness absence (both short and long term). It is calculated by dividing the number of sickness absence days by the number of full-time equivalent staff.	
Why is this indicator important?	Managing staff sickness absence is crucial for maintaining employee health and wellbeing, which in turn boosts morale, productivity, and overall organisational health. The recently adopted Corporate Strategy includes a commitment to invest in staff health and wellbeing.	
Service	Strategy and Corporate Services	
Lead Councillor	Cllr Carla Morson	
Target & tolerance	Fewer than 9 days. A tolerance of 2 days applies each quarter, meaning that sickness greater than 11 days would be red rated.	
Narrative	It is not clear why sickness cases spiked in quarter 1, but the figure has dropped in quarter 2 and is now back within target.	

Background information

Historic trends

As this chart shows, there has been a gradual uptick in overall sickness levels in the last year. The trend will continue to be monitored.

Sickness absence (in days)



COUNC 7 – Staff turnover

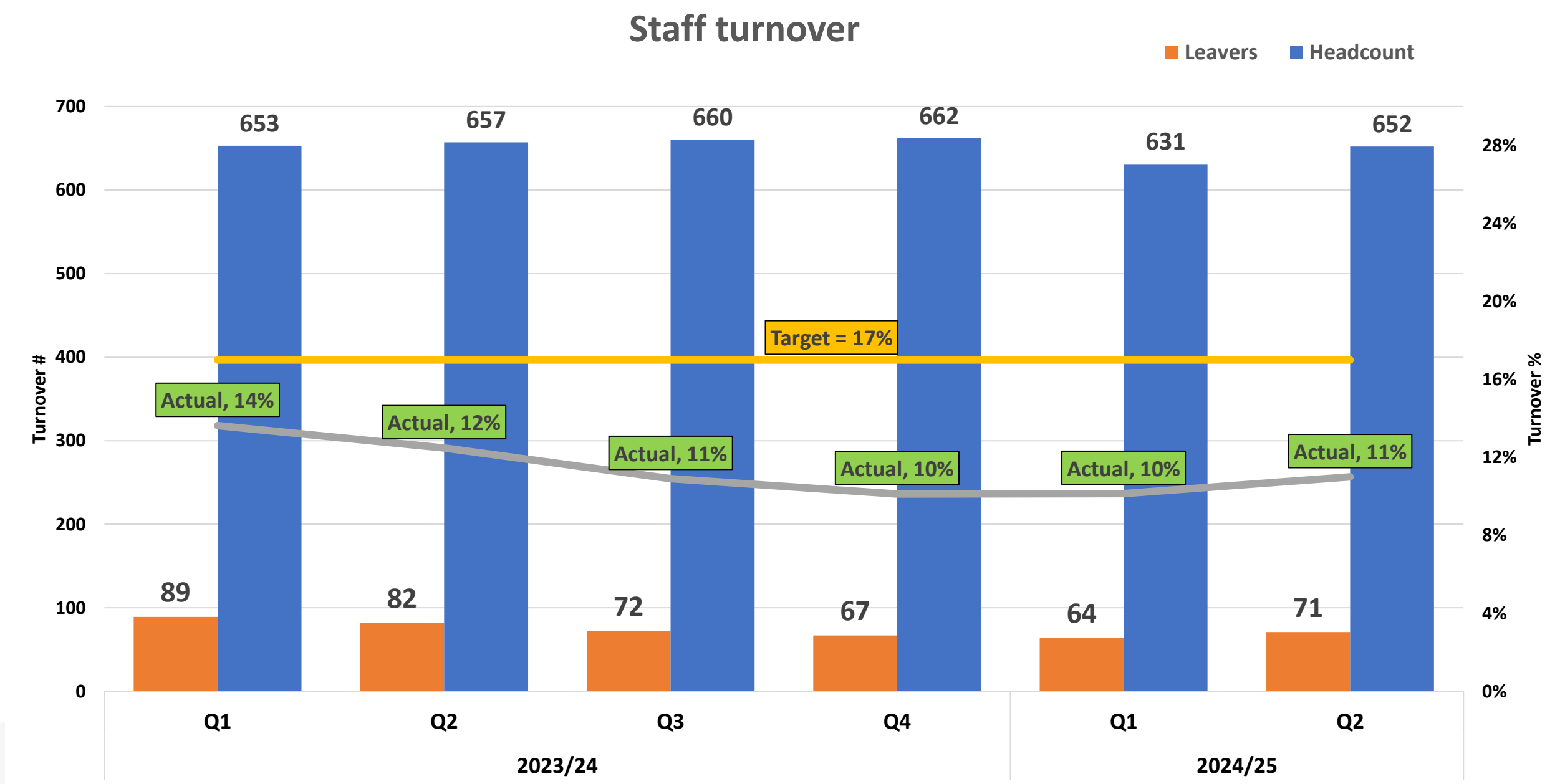
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Priority	A resilient and well managed Council	
Description	This indicator measures staff turnover against the total headcount per quarter. It covers staff that leave the council voluntarily and is reported on a cumulative rolling 12 month basis.	
Why is this indicator important?	One of the outcomes within the corporate strategy is for the council to recruit, reward, develop and retain a diverse, skilled and motivated workforce.	
Service	Strategy and Corporate Services	
Lead Councillor	Cllr Carla Morson	
Target & tolerance	Less than or equal to 17%, with a 3% tolerance applied each quarter. This means that turnover greater than 20% would be red rated.	
Narrative	This KPI has remained within target.	

Background information

Historic trends

The chart below shows total staff headcount and the number of leavers per quarter. As the chart below shows, turnover levels have remained broadly consistent in the last few quarters.



Priority	A resilient and well managed Council	Year	Qtr.	Complaints per 10,000
Description	Complaints per 10,000 of the population			
Why is this indicator important?	The complaints process provides a means for residents to express dissatisfaction with the council, and to highlight issues that may have occurred. As such, the number of complaints the council receives is indicative of where issues may exist with service delivery.	2023/24	Q1	11.27
			Q2	11.96
			Q3	12.37
			Q4	12.37
Service	Communication and Customer Services	2024/25	Q1	13.32
Lead Councillor	Cllr Angela Goodwin		Q2	11.96
Target & tolerance	No target is set for this KPI. This is line with the aligned codes of the Housing Ombudsman and the Local Government and Social Care Ombudsman, which state that “High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.” We are currently looking at how we can compare our performance in this area to other local authorities. Whilst this KPI is indicative of performance, it would be inappropriate to seek to minimise the number of complaints the council receives.			
Narrative	Complaints and the handling of complaints are currently being looked at very carefully because as a council our complaints process has not been effective. Changes are being made to the resourcing of complaints, educating the council in how to process complaints and importantly how we learn lessons from complaint outcomes. Changing our complaints culture internally is really important. Complaints are part of a customer’s journey and we must accept that getting things wrong provides an opportunity to improve.			

Background information

Year	Qtr.	Number of complaints received		
		Stage 1	Stage 2	Ombudsman
2023/24	Q1	165	Historic data not available	1
	Q2	175		3
	Q3	181		4
	Q4	181		2
2024/25	Q1	194	4	6
	Q2	180	15	4

Complaints received

This table shows the number of complaints the council has received over the past 5 quarters. Complaint numbers naturally fluctuate slightly from quarter to quarter, but the numbers received remain broadly steady.

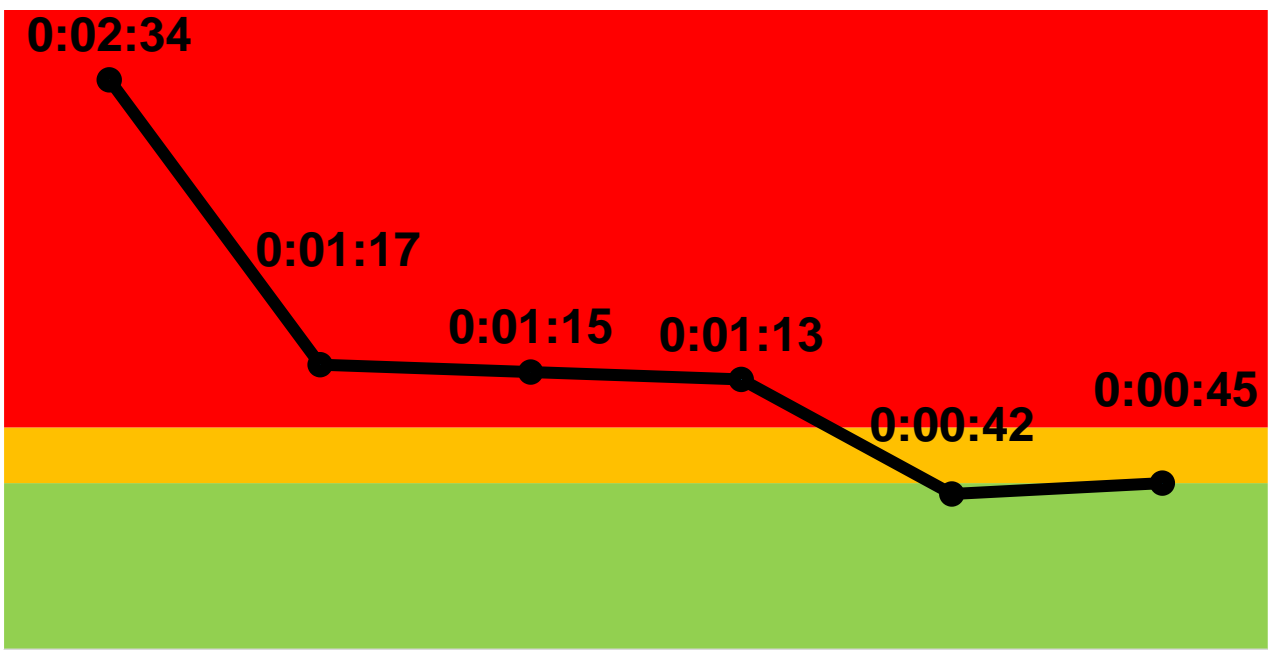
Service	Number of stage 1 complaints	Percentage closed within target	Percentage Upheld or Part Upheld
Assets and Property	1	0%	0%
Commercial Services	9	66.7%	22.2%
Communication and Customer Services	5	0%	60.0%
Community Services	1	0%	0%
Environmental Services	60	51.6%	28.3%
Finance	21	66.7%	66.7%
Housing	59	13.3%	55.9%
Legal and Democratic	2	0%	50.0%
Planning	13	46.2%	69.2%
Regeneration and Economic Development	0	n/a	n/a
Regulatory Services	6	50%	66.7%
Strategy and Corporate Services	2	50%	50.0%
Guildford Borough Council	180	37.8%	48.3%

Complaints received – by service

This table shows how many complaints each service received for this quarter. The majority of complaints are received by Environmental Services and Housing. This is to be expected given that these services provide waste collection and landlord services, perhaps the council’s two most high-profile functions.

COUNC 9 – Call wait times

[Click here to return to the contents page](#)

Priority	A resilient and well managed Council	
Description	The average time for phone calls to be answered.	
Why is this indicator important?	In whatever way residents contact the council, it is important for us to efficient and effective in responding to their queries.	
Service	Communication and Customer Services	
Lead Councillor	Cllr Angela Goodwin	
Target	45 seconds, with a 15 second tolerance applied each quarter. This means a wait time of over a minute would be red rated.	<div><div>Q1</div><div>Q2</div><div>Q3</div><div>Q4</div><div>Q1</div><div>Q2</div></div> <div>2023/242024/25</div>
Narrative	With the average call time for this quarter being 45 seconds, this KPI is on target.	

Background information

Year	Quarter	No. of calls handled	% of calls answered in 20 seconds
2024/25	Q1	21,951	86%
	Q2	22,653	84.5%

COUNC 10 – FOI response times

[Click here to return to the contents page](#)

Priority	A resilient and well managed Council	<table><tr><th>Period</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th><th>Q1</th><th>Q2</th></tr><tr><td>2023/24</td><td>91.0%</td><td>91.5%</td><td>90.0%</td><td>91.0%</td><td></td><td></td></tr><tr><td>2024/25</td><td></td><td></td><td></td><td></td><td>88.1%</td><td>85.40%</td></tr></table>	Period	Q1	Q2	Q3	Q4	Q1	Q2	2023/24	91.0%	91.5%	90.0%	91.0%			2024/25					88.1%	85.40%
Period	Q1		Q2	Q3	Q4	Q1	Q2																
2023/24	91.0%		91.5%	90.0%	91.0%																		
2024/25						88.1%	85.40%																
Description	The percentage of FOI and EIR responses given within the statutory timeframe of 20 working days.																						
Why is this indicator important?	It is important for the council to be complying with its statutory obligations to disclose data.																						
Service	Legal Services																						
Lead Councillor	Cllr Merel Rehorst-Smith																						
Target	A target of 90% is applied to this KPI. The tolerance is 5%, meaning that if compliance with the target is less than 85%, it would be red rated.																						
Narrative	Similar to Q1, it is worth noting the under-resourcing issue. There is a single officer within the council who is responsible for co-ordinating and monitoring FOI/EIR requests, a task which is balanced with various other responsibilities. Although the individual service areas are responsible for answering requests which come under their jurisdiction, the Information Governance Officer is tasked with monitoring the progress of requests, chasing up service areas and endeavouring to ensure that deadlines are met as far as is practically possible. Services will continue to be encouraged to respond to FOIs in a timely fashion.																						

Background information

	2023/24				2024/25	
	Q1	Q2	Q3	Q4	Q1	Q2
Number of FOIs received	182	208	199	255	194	158

Service Breakdown - The table below provides a breakdown of FOIs by service area for Q2 of 2024/25

FOI/EIR KPIs Q2 24-25 (JUL-SEP 2024)	FOIs RECEIVED	RESPONDED TO IN TIME (20 working days)	PERCENTAGE
SERVICE			
Assets and Property	3	2	67%
Commercial Services	13	13	100%
Communications and Customer Services	9	9	100%
Community Services	4	4	100%
Democracy and Governance	3	3	100%
Environmental Services	9	7	78%
Finance	25	25	100%
Housing	29	14	48%
HR	10	10	100%
Legal Services and Information Governance	6	6	100%
Planning	25	21	84%
Regeneration and Economic Development	0	0	n/a
Regulatory Services	17	17	100%
Strategy and Corporate Services	5	4	80%
TOTAL	158	135	85.4%

Benchmarking against statistically near neighbours

Local Authority name	Type of Local Authority	Region
Spelthorne	Borough	South East
Basingstoke and Deane	Borough	South East
Broxbourne	Borough	East of England
Chelmsford	City	East of England
Dartford	Borough	South East
Epping Forest	Districts	East of England
Epsom and Ewell	Borough	South East
Hertsmere	Borough	East of England
Reigate and Banstead	Borough	South East
Rugby	Borough	West Midlands
Runnymede	Borough	South East
Rushmoor	Borough	South East
Three Rivers	District	East of England
Tunbridge Wells	Borough	South East
Warwick	District	West Midlands
Woking	Borough	South East

Statistically near neighbours benchmarking service areas
Residual household waste
Recycling contamination rate
Household recycling rate
Major Planning applications
Non major planning applications
Council Tax collection
Council tax revenue

Benchmarking against Surrey local authorities (CX benchmarking)

Local Authority name	Type of Local Authority	Region
Spelthorne	Borough	South East
Elmbridge	Borough	South East
Epsom and Ewell	Borough	South East
Guildford	Borough	South East
Mole Valley	Borough	South East
Reigate and Banstead	Borough	South East
Runnymede	Borough	South East
Surrey Heath	Borough	South East
Tandridge	Borough	South East
Wavering	Borough	South East
Woking	Borough	South East

Surrey local authorities (CX benchmarking) service areas
Major Planning applications
Non major planning applications
Minor planning applications
Appeals dismissed against the Council's refusal of planning permission
Council tax collection
Non domestic (business) rates collected
Planning enforcement investigations commenced within timeframes
Households living in temporary accommodation
days taken to ass new housing benefit claims
days taken to asses change in circumstances for housing benefit claims

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Corporate Policy and Resources Committee



07 July 2025

Title	Membership of the Commercial Assets Sub-Committee
Purpose of the report	To make a decision
Report Author	Karen Wyeth, Democratic Services Manager
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	Not applicable
Corporate Priority	Community Resilience Services
Recommendations	Committee is asked to: Agree the proposed members of the Commercial Assets Sub-Committee.
Reason for Recommendation	The Commercial Assets Sub-Committee will meet to consider commercial (including regeneration) assets. The Sub-Committee membership needs to be agreed before they can meet.

1. Summary of the report

What is the situation	Why we want to do something
<ul style="list-style-type: none"> The Corporate Policy and Resources Committee agreed to establish the Commercial Assets Sub-Committee in July 2023. 	<ul style="list-style-type: none"> As the parent Committee, the Corporate Policy and Resources Committee needs to agree membership of the Commercial Assets Sub-Committee so they can meet for decision-making.
This is what we want to do about it	These are the next steps
<ul style="list-style-type: none"> Group Leaders have provided names of members they wish to sit 	<ul style="list-style-type: none"> Once members of the Sub-Committee are agreed, the first

on the Commercial Assets Sub-Committee. This needs to be approved by the Committee for the Sub-Committee to meet.	meeting of the sub-Committee can be scheduled.
---	--

1.1 This report seeks to have the Committee agree the proposed members of the Commercial Assets Sub-Committee. The Sub-Committee will have a minimum membership of at least four members reflecting political balance, with at least 1 member from each political party. An Independent Member also sits on the Sub-Committee.

1.2 The Sub-Committee's Terms of Reference, as agreed by Council as part of the Committee re-structure, are set out at Appendix B.

2. Key issues

2.1 The proposed members of the Sub-Committee as put forward by group leaders at the time of agenda publication is set out at Appendix A.

2.2 The Terms of Reference for the Sub-Committee are set out at Appendix B.

3. Options analysis and proposal

3.1 Option 1 (Preferred): To agree the proposed members of the Commercial Assets Sub-Committee.

3.2 Option 2: Do not agree the members.

4. Financial management comments

4.1 None directly.

5. Risk management comments

5.1 Not applicable.

6. Procurement comments

6.1 Not applicable.

7. Legal comments

7.1 Not applicable.

8. Other considerations

8.1 Not applicable.

9. Equality and Diversity

9.1 Not applicable.

10. Sustainability/Climate Change Implications

10.1 Not applicable.

11. Timetable for implementation

11.1 Once membership of the Sub-Committee is agreed, dates for meetings can be scheduled.

12. Contact

12.1 Karen Wyeth – Democratic Services Manager, k.wyeth@spelthorne.gov.uk

Background papers: There are none.

Appendices:

Appendix A: Proposed Members of the Commercial Assets Sub-Committee

Appendix B: Terms of Reference – Commercial Assets Sub-Committee

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Appendix A

The following members have been proposed to sit on the Commercial Assets Sub-Committee by group leaders at the time of agenda publication:

	Commercial Assets Sub-Committee
	6 Seats (Proportional)
Seat 1	Saliagopoulos (C)
Seat 2	Chandler (C)
Seat 3	Nichols (LD)
Seat 4	Beecher (G)
Seat 5	Williams (ISG)
Seat 6	Beatty (L)
Seat 7	M Bunney -Ind. Person

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Appendix B – Commercial Assets Sub-Committee

Terms of Reference

Objective

Within the overall policies and strategies set by the Council, to provide leadership, decision making and accountability for the management of the Council's Investment properties and commercial assets within the Council's regeneration programme.

Membership

A minimum of 4 Members reflecting political balance, with at least 1 member from each political party. An independent member will also be appointed.

1. Functions

1. Acquisitions relating directly to Regeneration purposes only (acquiring assets for alternative purposes is not covered via the Objectives of this Sub-Committee)

(a) To receive recommendations from officers (where officer/member delegation financial limits are exceeded) as to possible new strategic property acquisitions for regeneration purposes only.

(b) Following (a) above, to give an initial steer on whether to investigate further those potential acquisitions.

(c) Following (b) above and any subsequent reports from officers, to make recommendations to the Corporate Policy & Resources Committee to proceed with acquisitions in accordance with relevant Council procedure rules.

2. Disposals

(a) To receive recommendations from officers (where officer/member delegation financial limits are exceeded) as to the potential freehold (or long leasehold) disposal of investment assets and/or commercial assets within the regeneration programme.

(b) To receive recommendations from officers (where officer/member delegation financial limits are exceeded) as to the potential joint venture initiative involving investments assets and/or commercial assets within the regeneration programme.

(c) Following (a) or (b) above to give an initial steer on whether to investigate further those potential disposals or joint venture initiatives.

(d) Following (c) above and any subsequent reports from officers, to make recommendations to the Corporate Policy & Resources Committee to proceed with the particular freehold (or long leasehold) disposal or joint venture initiative in accordance with the relevant Council procedure rules.

(e) To receive recommendations from officers and approve (or otherwise) any proposals for the granting of a new or reversionary lease at an aggregated rent over the term which exceeds officer delegation levels.

3. Management of Investment Assets and Commercial Assets within the Regeneration Programme

(a) To approve leasehold disposals (lettings) in investment assets (where officer/member delegation financial limits are exceeded.)

(b) To approve dilapidation settlements valued between £101k and £500k and make recommendations to Corporate Policy and Resources Committee for any that exceed £500k.

(c) To approve the change of use of investment assets including recommendations to the Corporate Policy and Resources Committee regarding alternative use or classification of the asset.

(d) To receive monthly update reports on the management of the investment assets in accordance with the adopted Asset Management Strategy, including rental income, potential letting opportunities, pending break option and lease expiries over the next 12- month period, significant assignments and any other estate management issues based on officer recommendations.

(e) To approve the exercise of a break option under the terms of lease of land or property where officer/member delegation financial limits are exceeded.

(f) To approve or agree to the surrender of a lease of land or property where officer/member delegation financial limits are exceeded.

(g) To approve new lettings where the rental income per annum (net of VAT) exceeds £100k.

(h) To approve lease renewals where the rent in the first year of the new lease is less than 50% of the passing rent of the previous lease, or where the financial impact exceeds £250k.

(i) To receive monthly arrears reports on each individual asset/tenant within the investment portfolio by rent quarters.

(j) To be notified of any potential arrears and issues being faced by individual tenants (including taking decisions on tenant requests to change from quarterly to monthly payments or rent deferment requests) where the rental income exceeds £100,000pa and to be advised of steps being taken by officers to mitigate that risk.

(k) To receive quarterly reports on the Investment Sinking Funds and to be notified of any change of adverse impact and mitigation measures which are being taken to address.

(l) To receive notification of and authorize any non-budgeted capital expenditure or any capital expenditure over £50,000. on the investment portfolio.

(m) To approve, the settlement of rent reviews, lease renewals or lease re-structuring negotiations in respect of the Investment assets where officer/member delegation financial limits are exceeded.

(n) To review, advise on and approve formal reporting of the investment portfolio to CPRC and/or full council to include Asset Investment Strategies, Business Plans, Key Performance Indicators, Risk Registers, and half yearly update reports.

(o) To agree the scope of the annual reporting on the Council's investment and regeneration portfolios with the Assets Team.

4. Frequency

Monthly day-time meetings. Where meetings are not necessary for lack of business they will be cancelled.

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Corporate Policy and Resources Committee



07 July 2025

Title	Appointment of Representative Trustee – Staines Parochial Charity
Purpose of the report	To make a decision
Report Author	Karen Wyeth, Democratic Services Manager
Ward(s) Affected	Staines Staines South
Exempt	Report: No Appendix 1: Yes
Exemption Reason	Appendix 1 is exempt as it is likely to involve the disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972
Corporate Priority	This item is not in the current list of Corporate Priorities but still requires a Committee decision.
Recommendations	<p>Committee is asked to:</p> <p>Agree the reappointment of:</p> <ul style="list-style-type: none"> • Daphne Harman <p>As a Charity Trustee for a further period of four years as requested by the Charity.</p>
Reason for Recommendation	The Council has a duty to appoint representative trustees to charities whose charity scheme dictates appointments should be made by the Council.

1. Summary of the report

What is the situation	Why we want to do something
<ul style="list-style-type: none"> • The Council makes five appointments on a staggered basis to Staines Parochial Charity as set out in their charity scheme. 	<ul style="list-style-type: none"> • A Trustee's term is due to expire in July, and the Council is responsible for appointing trustees to this Charity.
This is what we want to do about it	These are the next steps

<ul style="list-style-type: none"> The Committee to appoint a trustee to the Charity. 	<ul style="list-style-type: none"> The Committee should agree a nomination so the trustee's position can be confirmed.
--	---

- 1.1 This report seeks agreement to the proposed appointment of a representative trustee to the Staines Parochial Charity.
- 1.2 The Staines Parochial Charity provides relief either generally or individually to persons who are either resident in the Ancient Parish of Staines, or who within the previous two years have become resident within the area of the former Urban District of Staines having previously lived in the Ancient Parish of Staines, who are in conditions of need, hardship or distress.
- 1.3 The Charity has eight trustees, five of which are appointed by Spelthorne Borough Council for a term for four years. The Council last made an appointment to the Charity in December 2024.
- 1.4 The Charity was advised one of their current trustees term was expiring and were encouraged to advertise any vacancies. The Charity informed the Council with the names of the trustee they wished the Council to reappoint, Daphne Harman. Her credentials are set out in Appendix 1. In accordance with the Charity Appointments Procedure, the ward councillors were informed of the nominations.
- 1.5 In accordance with the Charity Appointments Procedure, both the Charity and ward councillors have been invited to speak regarding their nominations.

2. Key issues

- 2.1 The responsibility for appointing to charities was moved into the remit of the Corporate Policy and Resources Committee following a review of committee terms of reference in May 2024.

3. Options analysis and proposal

- 3.1 Option one (recommended): agree the charity's nomination as proposed.
- 3.2 Option two (not recommended): Do not approve the nomination. As the Council appoints the trustees, this would cause a lapse in the positions being filled until the meeting they could be appointed. This may cause upset with the charity and the local community.

4. Financial management comments

- 4.1 There are none.

5. Risk management comments

- 5.1 If the Council were not to approve the nominations, this would cause a lapse in the positions being filled until the next meeting they could be appointed. This may cause upset with the charity and the local community.

6. Procurement considerations

- 6.1 There are none.

7. Legal considerations

- 7.1 There are none.

8. Other considerations

8.1 There are none.

9. Equality and Diversity

9.1 There are none.

10. Sustainability/Climate Change Implications

10.1 There are none.

11. Timetable for implementation

11.1 The nominations will be effective on the passing of a resolution by the Corporate Policy and Resources Committee.

12. Contact

12.1 Committee Services; committeeservices@spelthorne.gov.uk

Background papers: *Charity Scheme for Staines Parochial Charity dated 19 May 1953*

Appendices:

Appendix 1 – Credentials of Daphne Harman

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Corporate Policy & Resources Committee

07 July 2025



Title	Appointments to Outside Bodies 2025-26
Purpose of the report	To make a decision
Report Author	Karen Wyeth, Democratic Services Manager
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	No applicable
Corporate Priority	This item is not in the current list of Corporate Priorities but still requires a Committee decision.
Recommendations	<p>Committee is asked to:</p> <p>Agree the nominations to outside bodies for the 2025-26 municipal year, as proposed by Group Leaders.</p>
Reason for Recommendation	To ensure that the Council maintains appropriate representation on bodies that it nominates representatives to.

1. Summary of the report

What is the situation	Why we want to do something
<ul style="list-style-type: none"> In order to maintain effective partnerships with a number of outside organisations, the Council is asked to elect representatives to sit on the Committees/Forums. 	<ul style="list-style-type: none"> To ensure that the Council maintains appropriate representation on outside bodies.
This is what we want to do about it	These are the next steps
<ul style="list-style-type: none"> Agree the nominations put forward by the Group Leaders for representatives to sit on the Committees/Forums. 	<ul style="list-style-type: none"> The Committee is asked to approve the nominations before the individual organisations are notified.

- 1.1 This report seeks agreement of the Corporate Policy & Resources Committee's for the appointments to the outside bodies for the 2025-26 municipal year, as proposed by the Group Leaders.

1.2 The nominations submitted by the Group Leaders is attached to the report in Appendix 1.

2. Key issues

2.1 The responsibility for nominating to outside bodies (with the exception of the South West Middlesex Crematorium Board and the Surrey Police and Crime Panel which are reserved to Council) was moved into the remit of the corporate Policy and Resources Committee following approval of the change of the committee structure in April 2024.

3. Options analysis and proposal

3.1 The nominations, as proposed by the Group Leaders, are attached. Failure to agree these nominations will result in delays to the Council taking up its representation on various outside bodies.

4. Financial management comments

There are none.

5. Risk management comments

5.1 If the Committee fail to agree nominations for representatives on the various Bodies/Forums the Council will not have appropriate representation.

6. Procurement comments

6.1 There are none.

7. Legal comments

7.1 There are none.

8. Other considerations

8.1 There are none.

9. Equality and Diversity

9.1 There are no considerations.

10. Sustainability/Climate Change Implications

10.1 There are no implications.

11. Timetable for implementation

11.1 The nominations will be effective on the passing of a resolution by the Corporate Policy and Resources Committee.

12. Contact

12.1 Committee Services, committeeservices@spelthorne.gov.uk

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

Background papers: There are none.

Appendices:

Appendix A – Nominations from Group Leaders

ORGANISATION	GROUP LEADER NOMINATION 2025-26	ROLE	NO. ROLES
A2Dominion Customer Insight Panel	Cllr S Doran Cllr Mooney	Representative	1
Ashford and St Peters Hospitals NHS Foundation Trust	Cllr Buck	Representative	1
Citizens Advice Runnymede and Spelthorne	Cllr Beecher Cllr Buck	Representative	1
Heathrow Noise and Airspace Community Forum	Cllr Gibson Cllr Beatty	Representative	1
Heathrow Local Community Forum	Cllr Beatty	Representative	2
Heathrow Community Engagement Board	Cllr Beatty	Representative	1
Local Authority Aircraft Noise Council	Cllr Gibson	Representative	1
Management Committee of Mediation North Surrey	Cllr Bateson		1
Parking and Traffic Regulations Outside London (PATROL) Adjudication Joint Committee		Representative	1
Runnymede and Spelthorne SHMA – Joint Member Liaison Group	Cllr Nichols	Representative	2
South East Employers	Cllr Dunn	Representative	1
		Deputy	1
Spelthorne Mental Health Association Management Committee	Cllr Grant	Representative	1
Spelthorne Safer, Stronger Partnership Board	Cllr Buck Cllr Beatty	Representative	1
Strategic Aviation Special Interest Group	Cllr Beatty Cllr Woodward	Representative	1
	Cllr Beatty Cllr Woodward	Deputy	1
Surrey Environment Partnership	Cllr Nichols	Representative	1
Surrey Museums Consultative Committee	Cllr Chandler	Representative	1
		Deputy	1
Surrey Traveller Community Relations Forum	Cllr Attewell	Representative	1
Sustainability and Transformation Plan Stakeholder Reference Group		Representative	1
Thames Landscape Strategy Partnership Executive Review Board		Representative	1

No nomination
More nominations than positions

Minutes of Reorganisation & Transformation Board

14 May 2025

Present:

Councillor M. Beecher
Councillor J.R. Boughtflower
Councillor J. Button
Councillor L. E. Nichols

Apologies:

Councillor J.R. Sexton

29 Apologies

Apologies were received from Councillor Sexton.

30 Minutes

The minutes from 30 April 2025 would be deferred for agreement to the next meeting.

31 Local Government Reorganisation

32 Final Submissions

Two submissions were discussed at the Extraordinary Council Meeting. Surrey County Council provided their submission for a two unitary authority preference benchmarked against one and three unitary authorities, and a majority of districts and boroughs put forward a submission for a three unitary authority preference benchmarked against two unitary authorities. These had been submitted to government by the deadline.

33 Cover Letter for 3 Unitary Submission

It was highlighted that the cover letter contained signatures from all districts and boroughs in Surrey with the exception of Elmbridge and Mole Valley who voted to support a two unitary configuration alongside Surrey County Council.

34 Next Steps MHCLG/PAO

There was no clear next steps, but it was expected that Parliament would need to make a decision in Autumn for shadow authorities to be created. Prior to that, a consultation would take place with stakeholders.

All Surrey Chief Executives were due to meet with the Ministry the following Thursday (22nd May), and it was hoped further clarity would be provided, and guidance would be sought from the Ministry regarding what would happen to irrecoverable debt.

35 Spelthorne Finances

The Chief Executive wished to place on record his thanks to Cllr Nichols for assisting in finalising draft correspondence to all Leaders, chief executives, and Section 151 Officers regarding the Council's finances. Agreement was sought to put the letter into the public domain as there were indications it was already being circulated in public areas. This would also require the endorsement of the Commissioners.

The Board confirmed there were no objections to publicising the letter, as long as the Commissioners endorsed the publication.

36 Transformation

37 Best Value - Ministry Letter, Directions and Memorandum

Formal communication had been received from the Ministry last Thursday which had been published publicly.

Three parts to the correspondence had been received: a formal letter to the chief executive, an explanatory memorandum, and the directions made under the LGA 1999.

Attention was drawn to comments regarding Surrey County Council's representation and request to act as the Council's Commissioner. The Board requested the Chief Executive seek to obtain, from SCC, a copy of the representation if possible.

38 Best Value Press Release

All Councillors and staff had been informed of the Minister's correspondence on the day it was received, and a press release had been issued.

39 Commissioners Engagement

Four Commissioners had been appointed until 31 January 2026 and had also served as Best Value Inspectors for the Council. An additional Chief of Staff and Deputy Chief of Staff had also been appointed. Each Commissioner would be assigned specific areas of focus. Meetings had already taken place between a majority of the Commissioners and Management Team, Group Heads, and most political group leaders.

40 Action Plans - Feedback from Audit Committee

Three actions plans were presented to the Audit Committee at their meeting on 8 May 2025, and all were approved. Updates would continue to be provided to the Audit Committee at future meetings.

Members advised that the documents were not easily readable, so alternative ways of presenting the information were being explored. Lead members for actions would continue to be sought to address actions alongside officers.

The group were aware that Commissioners may suggest changes to future reports and action plans, and had already provided useful feedback on templates.

41 Project Management (incl. Improvement & Recovery Coordinator)

The Project Manager highlighted that since the last meeting, recommendations had been re-organised and consolidated from 188 into 62 clearly defined activities. A meeting would take place with the Commissioners to review the plans and approach and seek guidance.

An Improvement and Recovery Coordinator would be recruited as part of the Intervention to oversee the process.

42 Recruitment & Retention (Vacancy Assessment Template)

There was evidence that pending Local Government Reorganisation was having an impact on staffing and recruitment across local authorities in Surrey, and there has been difficulty recruiting to some roles. There was a risk that staffing costs could rise as agency and interim staff would be required to fill statutory role vacancies. Management Team acknowledged that staff were concerned about the status of their roles, and they were doing what they could to reassure staff and enable training to assist them with possible future changes.

As part of the Transformation Programme, Management Team were taking a tougher approach on vacancies. An assessment template had been created to require further considerations for managers to fill posts. Additionally, Management Team and Group Heads would review any vacancy savings at their monthly meeting.

43 Budget Gap Savings

£500k in vacancy savings had already been built into 2025/2026 . A budget gap of £4m was predicted for 2026/2027, though there was hope that the sale of two assets would assist in reducing this by reducing interest payments and Minimum Revenue Provision (MRP) net of income forgone estimated as a net

ongoing saving of £1.3m which will be further boosted if progress is made with other regeneration site disposals

The status of the River Thames Scheme and the Council's capital contribution to it was queried as with Local Government Reorganisation, there was the possibility that the scheme would not go ahead. The Board acknowledged that if Local Government Reorganisation proceeded, it would be down to the unitary authority/ies to make a decision as to whether it wished to contribute.

44 AOB

The Commissioners would review the Reorganisation & Transformation Board, its Terms of Reference, and how effective it was in overseeing the implementation of plans and project management. Minutes of the meetings would continue to be reported to the Corporate Policy and Resources Committee.

Spelthorne Borough Council Services Committees Forward Plan and Key Decisions

This Forward Plan sets out the decisions which the Service Committees expect to take over the forthcoming months, and identifies those which are **Key Decisions**.

A **Key Decision** is a decision to be taken by the Service Committee, which is either likely to result in significant expenditure or savings or to have significant effects on those living or working in an area comprising two or more wards in the Borough.

Please direct any enquiries about this Plan to CommitteeServices@spelthorne.gov.uk.

Spelthorne Borough Council

Service Committees Forward Plan and Key Decisions for 1 June 2025 to 31 May 2026

Anticipated earliest (or next) date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 07 07 2025 Council 17 07 2025	Agreement of Nominations for Commercial Assets Sub-Committee	Key Decision	Public	Linda Heron, Group Head - Corporate Governance, Monitoring Officer
Corporate Policy and Resources Committee 07 07 2025	Annual report for 24/25 KPIs	Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 07 07 2025	Appointment of Charity Trustees - Staines Parochial Charity	Non-Key Decision	Public	Karen Wyeth, Democratic Services Manager
Corporate Policy and Resources Committee 07 07 2025	Appointments to Outside Bodies 25-26	Key Decision	Public	Karen Wyeth, Democratic Services Manager
Audit Committee 10 07 2025 Corporate Policy and Resources Committee 08 09 2025	Corporate Risk Management	Non-Key Decision		Lee O'Neil, Deputy Chief Executive

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 08 09 2025	2024-25 Treasury Management Outturn	Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 08 09 2025	Affordable Housing Delivery with Commuted Sum	Key Decision	Public	Karen Sinclair, Group Head - Community Wellbeing, Stephen Mortimer-Cleevely, Strategic Lead, Independent Living
Corporate Policy and Resources Committee 08 09 2025	Annual Commercial Property Report for Financial Year 2024/5	Key Decision	Private	Katherine McIlroy, Asset Manager
Corporate Policy and Resources Committee 08 09 2025	KGE Business Plan 2025-2028	Key Decision	Public	Coralie Holman, Group Head - Assets
Corporate Policy and Resources Committee 08 09 2025	Revised proposals for Development of the mezzanine floor of Eclipse Leisure Centre	Key Decision	Public	Kamal Mehmood, Strategic Lead for Leisure and Community Development
Audit Committee 25 09 2025 Corporate Policy and Resources Committee 13 10 2025	Corporate Risk Management	Non-Key Decision		Lee O'Neil, Deputy Chief Executive

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 13 10 2025	Eclipse Leisure Centre Additional Spend	Non-Key Decision	Public	Coralie Holman, Group Head - Assets
Corporate Policy and Resources Committee 13 10 2025	Leisure Centre Rate Relief Application	Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 13 10 2025	Report-It Data	Key Decision	Public	Dan Dredge, Control and Systems Manager, Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 13 10 2025	Update on Solar Canopy Project	Key Decision	Public	Timothy Snook, Sustainability Officer
Corporate Policy and Resources Committee 01 12 2025	Budget Report	Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 01 12 2025	Fees and Charges	Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 01 12 2025	Procurement Policies and Procedures	Key Decision	Public	Angie Cochrane, Corporate Procurement Manager

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 01 12 2025	Q2 Capital Monitoring Report	Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 01 12 2025	Q2 Revenue Monitoring Report	Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 09 02 2026 Council 26 02 2026	Capital Strategy 2026-2027	Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 09 02 2026 Council 26 02 2026	Detailed Revenue Budget 2026/27	Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 09 02 2026 Council 26 02 2026	Estimated Capital Programme	Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 09 02 2026	Fees & Charges	Key Decision	Public	Ola Owolabi, Interim Chief Accountant

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 09 02 2026 Council 26 02 2026	Pay Policy 2026/27	Key Decision	Public	Debbie O'Sullivan, HR Manager
Corporate Policy and Resources Committee 09 02 2026 Council 26 02 2026	Treasury Management Strategy 2026/27	Key Decision	Public	Ola Owolabi, Interim Chief Accountant