Committee Report Checklist

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

Stage 1
Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing		
Relevant Group Head review	**Yes**	**6/10/26**
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Yes**	**27/10/26**
This item is on the Forward Plan for the relevant committee	**Yes**	
	Reviewed by	
Finance comments (circulate to Finance)	**AB**	**30/1026**
Risk comments (circulate to Lee O'Neil)	**LO**	**22/10/26**
Legal comments (circulate to legal@spelthorne.gov.uk)	**LH**	**29/10/26**
HR comments (if applicable)		

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

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

Stage 2
Report checklist – responsibility of report owner

ITEM	Completed by	Date rec'd
Monitoring Officer commentary – at least **5 working days before MAT**	**L Heron**	**29/10/26**
S151 Officer commentary – at least **5 working days before MAT**	**T. Collier**	**29/10/2026**
Commissioner engagement	**J. Kingston**	**10/11/2026**
	Delete as applicable:	No issues
Relevant MAT member sign-off	**L. O'Neil**	**30/10/26**
Report reviewed by Management Team	**MAT**	**3/11/26**

Corporate Policy and Resources Committee

24 November 2026

Title	Q2 2026/27 Performance Report
Purpose of the report	To inform and assure
Report Author	Sandy Muirhead, Group Head Commissioning and Transformation Lee O'Neil, Deputy Chief Executive
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	N/A
Corporate Priority	Community Addressing Housing Need Resilience Environment Services
Recommendations	**The Committee is asked to:** Consider and acknowledge the Q2 2026/27 performance updates relating to: • Corporate Key Performance Indicators (KPIs) • Progress with the delivery of the Council's Transitional Plan
Reason for Recommendation	The Council has a suite of performance updates which enable services for the Council to monitor performance over a fiscal year and address any issues if performance is faltering. To provide assurance that delivery of the Corporate Transitional Plan continues to be monitored through established governance arrangements.

What is the situation	Why we want to do something
• The Council has a number of key areas where performance must be monitored and reported on a regular basis.	• Regular reporting of progress against key plans and KPIs is essential for monitoring and managing performance and delivery and identifying improvements to the way the Council and individual services operate. • Regular reporting will identify progress and enable timely action to be taken in areas of emerging inferior performance.
This is what we want to do about it	**These are the next steps**
• Monitor and report on performance in a more effective way. • Report in a consolidated performance report to Corporate Policy and Resources Committee (CPRC) on two key areas: • A. Corporate KPIs B. Progress with delivery of the Council's Transitional Plan	• CPRC is asked to review the performance in the two key areas outlined in this report and provide feedback on any key areas where improvements are required.

1. Executive summary of the report

1.1 The Council has established a framework of Corporate KPIs for 2026/27, approved by CPRC in April 2026. Updates are provided to CPRC quarterly. This supports the governance and performance recommendations arising from the Best Value review.

1.2 Overall, collection of KPIs and performance across a range of areas has improved, including customer satisfaction and average wait time for phones to be answered and increasing online transactions. Some areas such as housing, Council Tax and business rates collections continue to provide challenges due to economic factors.

1.3 Progress on the Corporate Transitional Plan continues across all five priority themes, with the majority of outputs either on track or completed. Community, Resilience and Services continue to perform strongly, whilst Housing and Environment contain the majority of activities requiring ongoing management attention. No outputs are currently rated Red. The programme remains aligned to delivering the Council's priorities whilst supporting preparations for Local Government Reorganisation and Vesting Day.

2. Key issues

2.1 To ensure more effective and joined up reporting of performance, regular reporting of two key elements is presented to CPRC in a consolidated format as outlined within this report. These cover:

- Corporate Key Performance Indicators (KPIs) (**Appendix A**)
- Progress with the delivery of the Council's Transitional Plan (**Appendix B**)

2.2 KPIs across Council services are monitored monthly, quarterly, or annually, depending on the individual measure specified.

2.3 A simplified system has been developed to enable staff to enter monthly, quarterly, or annual KPI data. The improved Power App makes it easier to enter relevant data, but it must be used consistently to support performance monitoring.

2.4 The KPI report at **Appendix A** covers Q2 for 2026/27 and includes structured narratives for each KPI, providing context and insight into performance trends.

2.5 Some KPIs are shown as percentages and others as absolute numbers, reflecting the types of performance being measured. Background information on selected KPIs also helps explain their relevance and contribution to service delivery.

2.6 This report helps to demonstrate where services are not performing and understand what actions can be undertaken to remedy issues.

2.7 Although each KPI can be assessed against its agreed target, year-on-year comparison with 2025/26 is limited because several measures were introduced or changed for 2026/27. The 2026/27 results should therefore be treated as the baseline for future reporting.

Q2 data headlines

2.8 Most targets have been achieved or are on target demonstrating continued successful operations by the Council.

2.9 Environmental Health investigations into suspected unlicensed HMOs are now on target for the number of investigations achieved and closed on a monthly basis (17 per month).

2.10 Customer Services as a whole continue to perform well and have reduced call wait times from Q1 and customer satisfaction remains high.

2.11 Finance KPIs have been fully met.

2.12 Council turnover and sickness rates continue to remain relatively low. Short term figures may rise as the Council enters the winter season. Turnover rates are currently low but that may change as the Council approaches vesting day.

2.13 Complaints numbers remain high and complaints are becoming more complex, particularly with increased use of AI and the submission of slightly different versions to different staff and members. These highly detailed complaints make it harder to identify the specific issues requiring a response. All councils and the Local Government and Social Care Ombudsman (LGSCO) are experiencing similar challenges.

2.14 Council tax and business rates collection remains challenging, with rates slightly lower than in Q1. This is likely due to rising living costs affecting

residents' ability to pay, but the team continues to pursue all options to maximise recovery.

2.15 Housing Options figures have increased for households in nightly and temporary accommodation, but work is ongoing to reduce numbers and costs associated with temporary accommodation.

Corporate Transitional Plan

2.16 The Corporate Transitional Plan remains an important mechanism for focussing on and monitoring delivery of the Council's agreed transition priorities and supporting preparations for Local Government Reorganisation.

2.17 The Plan reflects organisational priorities at the time it was developed and approved. Since then, priorities and resource allocations have evolved in response to emerging service demands, organisational requirements and Local Government Reorganisation activity in addition, the Plan focuses on strategic improvement and transition activity and does not capture the full breadth of business-as-usual service delivery.

2.18 The programme as a whole remains on an Amber rating (i.e. overall there is progress, but some outputs delayed) (see **Appendix B**), with 18 outputs on track, 9 rated amber, 5 completed (affordable housing and climate change Supplementary Planning Documents (SPD), play areas in Staines Park play area, Orchard Meadow and Greenfield Recreation Park) and no red-rated activities.

2.19 The **Community** priority continues to deliver on its actions, with completion of a number of priority actions including Orchard Meadow, Greenfield Recreation Ground and Staines Park play areas, while delivery of the ASB Reduction Programme and Love Where You Live campaign continues.

2.20 The **Resilience** priority area continues to progress, with approval of the Savings and Efficiency Programme by CPRC, ongoing asset rationalisation work and continued business engagement activity.

2.21 The **Environment** priority area has seen adoption of the Climate Change SPD, with environmental improvement initiatives progressing alongside work relating to the Local Plan and place-shaping projects. This winter the tree planting programme will go ahead.

2.22 **Services** priority actions continue to support organisational readiness through embedded performance reporting, customer satisfaction monitoring and transition activity.

2.23 The **Housing** priority remains the area requiring the greatest management attention with one of the priority actions being a Housing Delivery Plan. This is now being progressed with appointment of consultants in the field approved by CPRC on 12 October 2026. The Affordable Housing SPD has been adopted, and delivery continues across housing-related workstreams, including activity to address temporary accommodation pressures and HMO licensing backlogs.

2.24 Further detail on individual workstreams, milestones, outputs and project-specific progress is provided within **Appendix B: Corporate Transitional Plan Progress Report.**

3. Proposal

3.1 CPRC is asked to consider the Q2 2026/27 performance updates relating to:

(a) Corporate Key Performance Indicators

(b) The Corporate Transitional Plan

4. Governance and Risk Considerations

4.1 Extenuating circumstances can mean KPIs are not achieved, and this will vary with the service concerned.

4.2 Any continuing delays in services providing data could mean that issues and concerns within service areas are not identified in a timely manner so that appropriate corrective action can be taken. Governance arrangements will ensure that regular reminders are issued to relevant managers and that reporting issues are escalated to senior managers where appropriate to address any concerns. With the new system, automatic reminders will be sent one week after quarter end, followed by another reminder one week later. Failure to update this data after reminders is escalated to senior managers.

4.3 There is a potential risk to changes in legislation which could impact the accuracy or relevance of certain performance statistics. Where feasible, services will assess and adapt the affected KPIs to reflect any legislative changes, ensuring continued relevance and reliability in performance reporting.

4.4 If poor performance is identified through KPI monitoring, services will investigate the underlying causes and implement appropriate mitigation measures. This proactive approach ensures that issues are addressed promptly and that continuous improvement remains a core focus across the organisation.

4.5 The recommended approach is to continue monitoring and reporting against the Corporate Transitional Plan whilst recognising that priorities have evolved since its development. Regular reporting enables MAT to maintain oversight of programme delivery, risks and transition readiness, whilst ensuring emerging organisational priorities and resource pressures can be considered as part of ongoing programme management.

5. Financial implications

5.1 There are no direct financial implications relating to this report.

6. Legal comments

6.1 There are no legal implications arising directly from the recommendations in this report.

Corporate implications

7. Commissioners' comments

7.1 There are no comments from Commissioners.

8. S151 Officer comments

8.1 As stated above, there are no direct financial implications arising from this report. It is important to have effective performance management reporting which alongside financial reporting helps identifying emerging issues which may have financial implications.

9. Monitoring Officer comments

9.1 Monitoring and managing performance play a vital role in strengthening accountability, driving improvement and demonstrating transparency. Performance information provides elected members, public and senior management with assurance that resources are being used effectively and the Council's strategic objectives and priorities are being met.

10. Procurement comments

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

11. Equality and Diversity

11.1 Services should take account of any equality and diversity issues that impact on delivery of services and therefore on corporate performance areas outlined in this report.

12. Sustainability/Climate Change Implications

12.1 The Council's Transitional Plan contains actions relating to reducing the Council environmental impact.

13. Other considerations

13.1 There are none

14. Local Government Reorganisation Implications

14.1 As part of the LGR corporate services theme, work has been undertaken to assess performance data alongside the Government's outcomes framework guidance. Performance monitoring will form part of the new West Surrey Council's role.

15. Timetable for implementation

15.1 Quarterly reporting to Corporate Policy and Resources Committee, with Q2 reported to CPRC November 2026 and Q3 in February 2027.

16. Contact

16.1 Lee O'Neil – l.o'neil@spelthorne.gov.uk

16.2 Sandy Muirhead – s.muirhead@spelthorne.gov.uk

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

Background papers: There are none.

Appendices:
Appendix A - Q2 KPI report
Appendix B - Corporate Transitional Plan Monthly Progress Report – September 2026