



**To:**  
**All members of the**  
**Corporate Policy and Resources**  
**Committee**

*Please reply to:*  
Contact: Karen Wyeth  
Service: Committee Services  
Direct line: 01784 446224  
E-mail: [k.wyeth@spelthorne.gov.uk](mailto:k.wyeth@spelthorne.gov.uk)  
Date: 20 May 2026

### Supplementary Agenda

### **Corporate Policy and Resources Committee - Tuesday, 26 May 2026**

Dear Councillor

I enclose the following items which were marked 'to follow' on the agenda for the Corporate Policy and Resources Committee meeting to be held on Tuesday, 26 May 2026:

- 6. Corporate Key Performance Indicators for 2026/27** **3 - 12**
- Committee is asked to consider the proposed revisions to the Corporate Key Performance Indicators for 2026/27.

Yours sincerely

Karen Wyeth  
Corporate Governance

To the members of the Corporate Policy and Resources Committee

Councillors:

J.R. Sexton (Chair)	J. Button	S.C. Mooney
C. Bateson (Vice-Chair)	D.C. Clarke	L. E. Nichols
M.M. Attewell	S.M. Doran	J.A. Turner
J.R. Boughtflower	M. Gibson	H.R.D. Williams
M. Buck	M.J. Lee	

**Spelthorne Borough Council, Council Offices, Knowle Green**

**Staines-upon-Thames TW18 1XB**

[www.spelthorne.gov.uk](http://www.spelthorne.gov.uk) [customer.services@spelthorne.gov.uk](mailto:customer.services@spelthorne.gov.uk) telephone 01784 451499

Substitute Members: Councillors: M. Bing Dong, S.N. Beatty, H.S. Boparai,  
R.V. Geach, K. Howkins, S.A. Dunn and K.E. Rutherford



### Committee Report Checklist

Please submit the completed checklists with your report. If your final draft does not include all required information and sign-offs, your item will be deferred to the next meeting cycle.

#### Stage 1

##### Report checklist to be completed by the report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing		
Relevant Group Head review	Y	29/4/26
MAT+ review (to have been circulated <b>at least 5 working days before Stage 2</b> )	Y	21/4/26
This item is on the Forward Plan for the relevant committee	Y	
	Reviewed by	
Finance comments (send to Finance)	AB	30/04/26
Risk comments (send to Lee O'Neil)	LO	24/04/26
Legal comments (send to Legal)	LH	24/04/26
HR comments (if applicable)		

If a report has material financial or legal implications, the author must engage Finance and/or Legal early and obtain input before requesting Monitoring Officer or s151 comments.

Do not progress to Stage 2 until all items above are complete.

#### Stage 2

##### Report checklist to be completed by the report owner

ITEM	Completed by	Date rec'd
Monitoring Officer commentary – at least <b>5 working days before MAT</b>	L Heron	24/04/26
S151 Officer commentary – at least <b>5 working days before MAT</b>	T.Collier	23/4/26
Commissioner engagement	LS	20/5/26
		No issues
Confirm final report cleared by MAT		



# Corporate Policy and Resources Committee

May 26<sup>th</sup> 2026

<b>Title</b>	Corporate Key Performance Indicators for 2026/27
<b>Purpose of the report</b>	To make a decision
<b>Report Author</b>	<i>Sandy Muirhead Group Head Commissioning and Transformation</i>
<b>Ward(s) Affected</b>	All Wards
<b>Exempt</b>	No
<b>Exemption Reason</b>	
<b>Corporate Priority</b>	Resilience Services
<b>Recommendations</b>	<b>Committee is asked to:</b> Approve the proposed revisions to the Corporate Key Performance Indicators (KPIs) 2026/27.
<b>Reason for Recommendation</b>	These revisions support the Council's performance monitoring framework, including quarterly KPI reporting to Corporate Policy and Resources Committee (CPRC) and publication of KPI data on the Council's website. They also support the Improvement and Recovery Plan by aligning KPIs more closely to Improvement and Recovery Plan (IRP) actions, the Corporate Plan and priorities, strengthening transparency, accountability, and decision-making.

## 1. Executive summary of the report

What is the situation	Why we want to do something
<ul style="list-style-type: none"> <li>It is a year since we undertook a detailed review of the Council's Key Performance Indicators and so it is appropriate to check and refresh those KPIs where appropriate. Additionally with the revised Improvement and Recovery Plan in place various IRP workstreams also necessitated a refresh of some existing corporate KPIs</li> </ul>	<ul style="list-style-type: none"> <li>This will strengthen the performance management framework, building on changes introduced in March 2025.</li> <li>Regular monitoring and analysis will highlight improvement areas and support timely action.</li> </ul>
This is what we want to do about it	These are the next steps

<ul style="list-style-type: none"> <li>Implement the revised Corporate KPIs from 1 April 2026 (data for the new KPIs is available).</li> </ul>	<ul style="list-style-type: none"> <li>Seek CPRC approval and implement the revised Corporate KPIs. Confirm the quarterly reporting timetable to MAT and CPRC and ensure systems and tools support accurate, timely reporting.</li> </ul>
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## 2. Key issues

- 2.1 This report seeks CPRC approval to adopt the revised Corporate Key Performance Indicators KPIs (Appendix A). The KPIs have been reviewed to ensure they remain fit for purpose and meet Improvement and Recovery Plan (IRP) requirements. If approved the revised KPI set will be implemented
- 2.2 The revisions strengthen the Council's performance monitoring framework, including quarterly reporting to CPRC and publication on the Council's website. They also align KPIs more closely to IRP action and Corporate Plan priorities, strengthening transparency, accountability, and decision-making.
- 2.3 In early 2025, an extensive review confirmed KPI definitions, data sources, and how KPI data is used. Service Leads proposed meaningful measures for each service area.
- 2.4 The 2025 review included benchmarking against nearby and statistically similar councils. Most published 30–40 corporate KPIs, explained results clearly, and made KPI data available on their websites. Our 2025/26 KPI data is already published on the Council's website. The current KPI set broadly aligns with other West Surrey councils. However, the review and associated refinements are expected to strengthen the Council's position on performance monitoring ahead of the transfer to West Surrey.
- 2.5 An annual review of the KPIs is appropriate but additionally the Improvement and Recovery Plan (IRP) has been updated, which has also contributed to a refresh of the Corporate KPI set. This ensures KPIs align to the Council's current priorities and IRP actions.
- 2.6 The main revisions are covered in Appendix A Revised corporate KPIs for 26/27 to align more effectively with governance requirements under the IRP.
- 2.7 By examining the KPIs as a whole some are more appropriate as service KPIs and will be reported to the relevant Committee on a quarterly or annual basis depending on the KPI involved. Such reports will also include other current service KPIs.
- 2.8 Additional HR KPIs have been added for management team oversight of staffing issues. Monthly reporting on HR, and complaints enables the management team to monitor performance closely in key governance and Improvement and Recovery Plan areas.
- 2.9 Quarterly and annual reporting of KPIs supports transparency, enables scrutiny against targets, and allows data to be shared with Councillors and published online.

- 2.10 Housing KPIs have been reviewed and updated to ensure they are meaningful and measurable.
- 2.11 New KPIs have been added for Building Control and Environmental Health. The Building Control KPIs meet Building Safety Regulator requirements. The Environmental Health KPIs reflect community concerns and monitor work on Houses in Multiple Occupation (HMOs). For both areas there are also a number of new service KPIs which will be reported to the relevant Committees.

### **3. Options appraisal and proposal**

- 3.1 Option 1 - Approve the revised Corporate KPIs, with quarterly reporting to CPRC and publication on the Councils website. **Recommended.**
- 3.2 Option 2 - For the Committee to propose further amendments to the KPI set.
- 3.3 Option 3 - Do nothing: keep current KPIs and do not introduce revisions, quarterly CPRC reporting, or website publication. This risks weaker performance monitoring and not meeting Improvement and Recovery Plan expectations. **Not recommended.**

### **4. Risk implications**

- 4.1 There are potential risks to reputation if the Council cannot clearly demonstrate its performance to stakeholders.
- 4.2 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.
- 4.3 There is a risk that too many KPIs may overload already stretched resources so there is a need to make sure KPIs are focused and relevant to key areas of governance/interest/concern.
- 4.4 KPIs must be kept up to date to remain useful and measure what matters. If too many KPIs overload a service, this may not happen.

### **5. Financial implications**

- 5.1 There are no direct financial implications resulting from matters considered in this report.

### **6. Legal comments**

- 6.1 Robust performance measurement and management are essential to delivering quality services and achieving the Council's strategic objectives.
- 6.2 Performance management is central to the Council's improvement agenda, as well as to maintaining transparency with the elected members, residents and other stakeholders enabling the Council to demonstrate how resources are used and how outcomes are achieved.

- 6.3 The proposed new KPIs demonstrate how the Council intends to address the areas for improvement identified in the statutory directions.
- 6.4 Performance management falls within the area of responsibility for the Corporate Policy and Resources Committee (part 3(b) of the Constitution).

## **Corporate implications**

### **7. Commissioners' comments**

- 7.1 Commissioners confirm that all relevant Best Value implications have been taken into account.

### **8. S151 Officer comments**

- 8.1 The S151 Officer notes that there are no direct financial implications arising from the report. Having an effective performance management framework and set of KPIs can help identify emerging issues which may have financial implications and track progress in tackling those issues for example numbers of households in temporary accommodation

### **9. Monitoring Officer comments**

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

### **10. Procurement comments**

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

### **11. Equality and Diversity**

- 11.1 Accurate metrics support informed decisions that promote inclusion. Regular KPI review can identify equity gaps and inform action.

### **12. Sustainability/Climate Change Implications**

- 12.1 Sustainability and climate KPIs help track progress on emissions, energy use, and waste, supporting delivery of the net zero target.
- 12.2 Regular reporting and publication increases accountability and transparency for climate-related work.

### **13. Other considerations**

- 13.1 As local government reorganisation progresses, KPIs may need to be aligned to the requirements of the shadow unitary authority.

### **14. Timetable for implementation**

- 14.1 The Q1 KPI report will include the new KPIs.

**15. Contact**

15.1 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: There are none.**

**Appendices:**

Appendix A: Revised Corporate KPIs for 26/27

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Service Area	KPI Description	KPI Reporting Type	Frequency	Target	Service Committee	Service Committee	Link to Corporate Priorities	Supplying Officer
Audit	% of accepted internal audit recommendations achieved by the date set	Corporate	Quarterly	100%	Audit + CPCR	Audit + CPCR	Services	Linda Heron
Building Control	% of general enquiries responded to within 5 working days	Corporate	Quarterly	90%	CPCR	CPCR	Service	Stephen Bowden
Building Control	% of applications processed within statutory timeframes	Corporate	Quarterly	95%	CPCR	CPCR	Service	Stephen Bowden
Climate Change (Project Manag	Reduce emissions by at least 148.84 (TCO2e) each year. Actual figure represents quarterly reduction from FY 24/25.	Corporate	Quarterly	Reduce emissions by at least 148.84 (TCO2e) each year.	E&S + CPCR	E&S + CPCR	Environment	Arthur Stokhuyzen
Complaints	% of Stage 1 complaints responded to within 10 and 20 days/number of complaints	Corporate	Quarterly	15%	CPCR	CPCR	Services	Janice Troll
Complaints	% of Stage 2 complaints responded to within 10 and 20 days /number of complaints	Corporate	Quarterly	15%	CPCR	CPCR	Services	Janice Troll
Complaints	Total number of complaints progressing to the ombudsman	Corporate	Quarterly	For comparison	CPCR	CPCR	Services	Janice Troll
Conduct	Number of complaints raised against elected members (informal)	Corporate	Monthly	For comparison	CPCR	CPCR	Services	Linda Heron
Conduct	Number of complaints raised against elected members (formal) leading to a standards investigation	Corporate	Monthly	For comparison	CPCR	CPCR	Services	Linda Heron
Corporate Procurement	% of spend on contracts register	Corporate	Quarterly	95%	CPCR	CPCR	Services	Amy Gibson (?)
Customer Services	Sundry Debt Collection Rates	Corporate	Quarterly	90% cumulative over the year	CPCR	CPCR	Resilience	Hiren Bhatt
Customer Services	Percentage of Council tax collected	Corporate	Quarterly	98.5% cumulative over the year	CPCR	CPCR	Resilience	Hiren Bhatt
Customer Services	Percentage of NNDR collected	Corporate	Quarterly	98% cumulative over the year	CPCR	CPCR	Resilience	Hiren Bhatt
Customer Services	Customer satisfaction measure	Corporate	Quarterly	70% positive	CPCR	CPCR	Services	Katie Frampton
Environmental Health	Complete the Annual Licensed HMO Compliance Inspection Programme	Corporate	Annually	25 % Quarterly Target	CWH + CPCR	CWH + CPCR	Services Community	Fidelma Bahoshy
Environmental Health	Process valid HMO Licence Applications within 24 weeks on receipt of a properly completed licence application commencing 1 Apr	Corporate	Monthly	process 80% within 12 weeks	MAT + CPCR	CWH + CPCR	Community Services	Fidelma Bahoshy
Environmental Health	Investigations into suspected unlicensed HMOs will be determined and closed monthly.	Corporate	Monthly	15 cases per month target required	MAT + CPCR	MAT + CPCR	Community Services	Fidelma Bahoshy
Finance	% of saving target achieved	Corporate	Quarterly	target required	CPCR	MAT + CPCR	Services Community	Terry Collier
Housing	CW2 - Total number of households in nightly-paid accommodation	Corporate	Quarterly	50 by end of 28/27 (baseline 110)	Community Wellbeing and Housing Committee + CPCR	CPCR	Resilience	Karen Sinclair
Housing	CW6 - Total spend on Temporary Accommodation	Corporate	Quarterly	TBC by service	Community Wellbeing and Housing Committee + CPCR	Community Wellbeing and Housing Committee + CPCR	Community	Karen Sinclair
Housing	CW3A - Average length of stay in nightly accommodation	Corporate	Quarterly	TBC by service	Community Wellbeing and Housing Committee + CPCR	Community Wellbeing and Housing Committee + CPCR	Community	Karen Sinclair
Housing	CW3B - Average length of stay in temporary accommodation	Corporate	Quarterly	TBC by service	Community Wellbeing and Housing Committee + CPCR	Community Wellbeing and Housing Committee + CPCR	Community	Karen Sinclair
Housing Benefits	Average number of days taken to assess new Housing Benefit claims - cumulative year to date	Corporate	Quarterly	25 Days	Community Wellbeing and Housing Committee + CPCR	Community Wellbeing and Housing Committee + CPCR	Community	Karen Sinclair
Housing Benefits	Average number of days taken to assess change in circumstances for Housing Benefit claims - cumulative year to date.	Corporate	Quarterly	7 Days	Community Wellbeing and Housing Committee + CPCR	Community Wellbeing and Housing Committee + CPCR	Community Services	Stuart Wilkins
Human Resources	Quarterly staff turnover	Corporate	Monthly	For comparison	CPCR	Community Wellbeing and Housing Committee + CPCR	Community Services	Stuart Wilkins
Human Resources	Average days lost per employee to short term sickness	Corporate	Monthly	For comparison	CPCR	CPCR	Resilience	Navi Dhillon
Human Resources	Average days lost per employee to long term sickness	Corporate	Monthly	For comparison	CPCR	CPCR	Resilience	Navi Dhillon
Income and Payments	% of undisputed invoices paid within 10 days	Corporate	Monthly	100% within 10 days	CPCR	CPCR	Resilience	Navi Dhillon
Neighbourhood Services	Average length of time to remove fly tips	Corporate	Quarterly	90% within 48 hours	E&S + CPCR	CPCR	Environment	Jackie Taylor
Neighbourhood Services	% Missed refuse bins reported by 2pm and collected next working day	Corporate	Quarterly	95% reported by 2pm and collected next working day	E&S + CPCR	E&S + CPCR	Environment	Jackie Taylor
Neighbourhood Services	Increase in recycling rate (NI192)	Corporate	Annually		E&S + CPCR	E&S + CPCR	Services	Jackie Taylor
Project Management	% of member casework requests responded to within 5 working days	Corporate	Monthly		CPCR	CPCR	Services	Sandy Muirhead
Customer Services/Housing	% of counter-fraud cases reviewed for Spelthorne Borough Council that result in a material action as an outcome (Target 8%)	Corporate	Monthly	For comparison	CPCR + Audit	Audit	Services	Terry Collier

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