

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	N/A	
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	Yes	05/09/2025
Relevant Group Head review	Yes	04/09/2025
MAT+ review (to have been circulated at least 5 working days before Stage 2)	Yes	05/09/2026
This item is on the Forward Plan for the relevant committee	Yes	06/08/2025
	Reviewed by	
Finance comments	OO	11/09/2025
Risk comments	LO	16/09/2025
Legal comments	LH	12/09/2025
HR comments (if applicable)	N/A	

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
Monitoring Officer commentary – at least 5 working days before MAT	L Heron	12/09/2025
S151 Officer commentary – at least 5 working days before MAT	Ola Owolabi	11/09/2025
Confirm final report cleared by MAT	Yes	16/09/2025

Corporate Policy and Resources Committee

13 October 2025

Title	<i>Corporate Key Performance Indicator Report – Quarter 1 2025/26</i>
Purpose of the report	To acknowledge
Report Author	<i>Sacha Bailey – Projects Officer</i>
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	Not applicable
Corporate Priority	Community Addressing Housing Need Resilience Environment Services
Recommendations	Committee is asked to: To acknowledge the Corporate Key Performance Indicators (KPIs) report for Quarter 1 2025/26.
Reason for Recommendation	The Council has a suite of performance indicators which enable services and the Council to monitor performance over a financial year and address any issues if performance is faltering.

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

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 performanceTo demonstrate delivery of services
This is what we want to do about it	These are the next steps
<ul style="list-style-type: none">Ensure that KPIs are reported across the organisation to demonstrate services	<ul style="list-style-type: none">Continue to monitor corporate KPIs on a quarterly basis, to highlight performance

<p>performance and opportunities for improvement.</p> <ul style="list-style-type: none"> • Specific Q1 KPIs were shared with Surrey Chief Executives for benchmarking purposes. However, following discussions at the most recent Surrey Chief Executives meeting and considering the Local Government Reorganisation (LGR), it was agreed that the benchmarking exercise will be discontinued. Instead, Surrey Districts and Boroughs will now focus on aligning with the Government's new National Outcomes Framework (to be implemented) from 1 April 2026 and meeting the requirements of LGR. • A PowerPoint template has been developed for clearer presentation and monitoring of KPIs from 2025/26 onwards. Additionally, a digital platform is being created to allow Service Areas to input corporate KPIs directly into a central database. 	<p>and identify opportunities for improvement.</p> <ul style="list-style-type: none"> • Utilise the CFO Insights tool from external auditors Grant Thornton, to provide service benchmarking beyond Surrey. • Publish the Q1 Corporate KPI performance results on the Council Website, once the report has been noted by Committee.
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2. Key issues

- 2.1 Key Performance Indicators across services have been monitored in the Council on a quarterly or annual basis (Appendix A) resulting in a final Quarterly report. The resulting KPIs are colour coded where appropriate to provide guidance on whether they have been achieved or not.
- 2.2 The new PowerPoint presentation report marks a significant step forward in enhancing the clarity and impact of Corporate KPI reporting across the Council. It includes well-structured narratives for each KPI, providing valuable context and insight into performance trends. Additionally, background information on selected KPIs helps to explain their relevance and how they contribute to service delivery. This improved format supports more informed decision-making and promotes greater transparency and engagement with performance data. There will be references to last year's figures for comparison in the quarter two report, when more relevant data will be available to provide a more helpful picture.
- 2.3 A standardised approach to KPI reporting will enhance the Council's ability to assess performance consistently and identify opportunities for improvement across all services.
- 2.4 Making KPI data more routinely published and easily accessible will strengthen accountability and help build greater public trust in service performance.

- 2.5 Although a decision has been taken to stop sharing KPIs with Surrey Chief Executives, the Council will fully utilise tools like CFO insights (a tool used by external auditor, Grant Thornton) comparative performance analysis. Benchmarking will be carried out against both geographical and statistically similar neighbours. Due to typical reporting delays from official bodies, comparative data from statistically/geographical similar councils are limited. More benchmarking comparisons will be available from Quarter 2 2025/26.
- 2.6 The Council has established a robust framework of 33 Corporate KPIs for 2025/26, approved by CPRC in March 2025. Of these, 30 KPIs are actively monitored, while 3 (from Human Resources) are used solely for comparison.
- 2.7 The Q1 performance report reveals:
- 2.8 28 KPIs (93.3%) are rated Green, indicating strong performance and that services are largely meeting their targets, reflecting strong overall service delivery.
- 2.9 2 KPIs (6.7%) are rated Amber, suggesting areas where performance is slightly below target and may require attention or support. The presence of Amber ratings shows that the Council is actively identifying areas for improvement, which supports a culture of continuous development.
- 2.10 All Q1 KPIs have been submitted by services, demonstrating full reporting coverage and a strong commitment to transparency and accountability. This reflects consistent and reliable data collection across all service areas, contributing to a complete and accurate performance picture.
- 2.11 The use of comparative-only KPIs and external benchmarking tools (like CFO Insights) demonstrates a commitment to learning from others and maintaining strategic oversight.

3. Options appraisal and proposal

- 3.1 As this is a "to acknowledge" report presented for information only, no decision is required at this stage. Therefore, an options analysis has not been included

4. Risk implications

- 4.1 Extenuating circumstances can mean key performance indicators are not achieved, and this will vary with the service concerned.
- 4.2 There is a potential risk changes in legislation 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.
- 4.3 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.

5. Financial implications

- 5.1 There are no financial implications. The report covers Corporate KPIs for services.

6. Legal comments

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

Corporate implications

7. S151 Officer comments

- 7.1 There are no direct financial implications arising from this report. It provides performance information with no associated funding requests or budgetary impacts.

8. Monitoring Officer comments

- 8.1 The Monitoring Officer confirms that KPI reporting complies with the Code of Corporate Governance.

9. Procurement comments

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

10. Equality and Diversity

- 10.1 Services should take account of any equality and diversity issues that impact on delivery of services and therefore on Corporate KPIs.

11. Sustainability/Climate Change Implications

- 11.1 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.

12. Other considerations

- 12.1 Not applicable

13. Timetable for implementation

- 13.1 Corporate KPIs will be reported quarterly to Corporate Policy and Resources Committee and an annual report will be produced at the end of the 2025/26.

14. Contact

- 14.1 Sacha Bailey – s.bailey@spelthorne.gov.uk
14.2 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 - CORPORATE KPI Q1 2025_26_REPORT