



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	Yes	23-04-26
Relevant Group Head review	Yes	23-04-26
MAT+ review (to have been circulated at least 5 working days before Stage 2)	Yes	23-04-26
This item is on the Forward Plan for the relevant committee	Yes	23-04-26
	Reviewed by	
Finance comments (circulate to Finance)		
Risk comments (circulate to Lee O'Neil)	LON	24/04/26
Legal comments (circulate to Legal team)	LH	23/04/26
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	23/04/26
S151 Officer commentary – at least 5 working days before MAT	T.Collier	22/4/26
Commissioner engagement	JK	14/5/2026
		No issues
Confirm final report cleared by MAT		

Corporate Policy and Resources Committee

Date of meeting 18 May 2026

Title	<i>Q4 KPI report 25/26</i>
Purpose of the report	To inform and assure
Report Author	<i>Sandy Muirhead, Group Head Commissioning and Transformation</i> Timothy Snook, Sustainability and Resilience Lead
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	
Corporate Priority	Community Addressing Housing Need Environment Services
Recommendations	Committee is asked to: To consider the Corporate Key Performance Indicators (KPIs) data for Quarter 4 2025/26.
Reason for Recommendation	The Council has a suite of performance indicators which enable services for 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 their performance year on year or quarter by quarter, depending on the KPI. The 2025/26 Q3 Corporate KPI performance results have been published to the Council's external website, demonstrating the Council's commitment 	<ul style="list-style-type: none"> To ensure transparency in activities and Performance To identify and take timely action to areas of emerging poor performance To demonstrate the delivery of services

to accountability and continuous improvement.	
This is what we want to do about it	These are the next steps
<ul style="list-style-type: none"> Ensure that KPIs are continued to be reported across the organisation to highlight the services performance and opportunities for improvement. 	<ul style="list-style-type: none"> Continue to monitor corporate KPIs on a quarterly basis, to highlight performance and identify opportunities for improvement in KPIs monitored to ensure they are still appropriate for 26/27 and update as appropriate. Publish Q4 Corporate KPI performance results on the Council Website, once the report has been acknowledged by Committee.

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 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.
- 2.3 The Corporate KPI report includes 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. Where metrics remain consistent or comparable, references to the previous year's figures are included to provide a more comprehensive view of the Council's performance. In cases where indicators have changed significantly, direct comparison is not possible.
- 2.4 It is important to note that some KPIs are expressed as percentages while others use absolute numbers because they measure different types of performance.
- 2.5 Please refer to the final Q4 report for the full KPIs in **Appendix A**.
- 2.6 **The Q4 performance report highlights:**
- 2.7 Below is a table that provides a breakdown of the overall performance of the actively monitored KPI set according to their RAG score. Please refer to the report in **Appendix A** for further information.

RAG Category	Q3 Count	Q4 Count	Change (Number)	Change (Percentage Points)
Green	25	26	+1	+3.3

Amber	2	2	0	0.0
Red	3	2	-1	-3.3

2.8 Below is a table of all the KPIs that have been RAG scored Red for Q4 2026. Please refer to **Appendix A** for full breakdown behind the KPI results. Dark red is where the service has failed to return KPI data.

Ref.	KPI	RAG
IL1	Maintain the current number in the Older People Actively Living support group	Red
B1	People and skills: number of full-time equivalent Registered Building Inspectors (RBI) resource allocated against number of projects requiring RBIs resource	Red
CS2	Percentage of Council tax collected	Amber
F1	% of undisputed invoices paid within 30 days	Amber

2.9 Below is a table detailing the narrative provided by the Officers responsible for these Red and Amber scored KPI.

Ref.	Narrative
IL1	This is up from last quarter as we have had some new clients join. We have increased above our target, over 5%. Previous quarter data corrected.
B1	3 Inspectors currently on headcount. Staffing Panel has approved recruitment to a fourth Inspector role. Recruitment underway.
CS2	Despite ongoing recovery action on all cases residents are not prioritising in their outgoings. The team continue recovery after year end for non-payments in 25/26.
F1	This is based on 105 invoices paid late out of a total of 2,718 invoices paid.

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 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.

4.3 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 and provides performance information.

6. Legal comments

6.1 Section 3 of the Local Government Act 1999 requires the Council to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness (“the Best Value Duty”). KPIs form part of the Council’s wider arrangements for securing compliance with the Best Value Duty, by enabling Members to monitor performance, identify areas for improvement and hold the organisation to account.

6.2 The Council must ensure that its KPIs and performance reporting are robust, fit for purpose and subject to appropriate monitoring and management.

6.3 This report assists the Council in discharging its statutory duty.

6.4 Performance Management is within the remit of Corporate Policy and Resources Committee.

Corporate implications

7. Commissioners’ comments

7.1 No issues.

8. S151 Officer comments

8.1 The S151 Officer confirms that there are no direct financial implications arising from this report, as the resources are in place and funded from budget to monitor the KPIs. Having a robust and thorough range of KPIs can help identify potential issues with financial consequences.

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

12. Sustainability/Climate Change Implications

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.

13. Other considerations

13.1 Not applicable

14. Timetable for implementation

14.1 Corporate KPIs will be reported quarterly to Corporate Policy and Resources Committee,. For 26/27 so there may be some additions and deletions to the corporate KPIs for 26/27 so they are more appropriate and reflect performance more accurately.

15. Contact

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

15.2 Tim Snook – t.snook@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 Q4 2025_26_REPORT