SPELTHORNE
BOROUGH COUNCIL

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	**Y (SM)**	**12/08/26**
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Y**	**28/07/26** **12/08/26**
This item is on the Forward Plan for the relevant committee	**Y**	**28/7/26**
	Reviewed by	
Finance comments (circulate to Finance)		
Risk comments (circulate to Lee O'Neil)	**LO**	**12/08/26**
Legal comments (circulate to Legal team)	**LH**	**19/08/26**
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**	**19/08/26**
S151 Officer commentary – at least **5 working days before MAT**	**T Collier**	**13/08/26**
Commissioner engagement 28/07/26	**L Seary**	**19/08/26**
	Delete as applicable:	No issues Comments in S. 7
Confirm report signed off for publishing for MAT by relevant member of Management Team	**L.O'Neil**	**20/08/26**
Confirm final report cleared by MAT	**MAT**	**18/08/26**

Corporate Policy and Resources Committee

8 September 2026

Title	Q1 2026/27 Performance Report
Purpose of the report	To consider and acknowledge
Report Author	Lee O'Neil, Deputy Chief Executive Sandy Muirhead, Group Head Commissioning and Transformation
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	
Corporate Priority	Community Addressing Housing Need Resilience Environment Services
Recommendations	**CPRC is asked to:** To consider and acknowledge the Q1 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.

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

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.

2. KEY ISSUES

2.1 To ensure more effective and joined up reporting of performance, it is proposed that regular reporting of two key elements will be presented to Corporate Policy and Resources Committee (CPRC) in a consolidated format as outlined within this report. These cover:

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

3. KEY PERFORMANCE INDICATORS

Process development update.

3.1 Key Performance Indicators across Council services are monitored monthly, quarterly, or annually, depending on the individual measure specified.

3.2 The Council has established a framework of 43 Corporate KPIs for 2026/27, approved by CPRC in April 2026. These, along with service KPIs, are reported and reviewed by MAT+ on a monthly basis, with updates to CPRC and relevant Service Committees quarterly. This supports the governance and performance recommendations arising from the Best Value review.

3.3 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. As the KPI Power App for recording data is new, work is ongoing to refine its presentation options and develop suitable formats for reporting the data.

3.4 The KPI report at **Appendix A** covers Q1 for 2026/27 and includes structured narratives for each KPI, providing context and insight into performance trends.

3.5 **Appendix A** is based on figures entered by 24 July 2026 covering Q1.

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

3.7 This report helps to demonstrate where services are not performing and understand what actions can be undertaken to remedy issues, such as extra resourcing in the case of Environmental Health.

3.8 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.

Q1 data headlines

3.9 Complaints performance

- Stage 1 complaint performance was below target in Q1, with 76% completed within 10 working days against the 85% target.
- A total of 76 Stage 1 complaints were responded to during the quarter, of which 18 exceeded the 10-day response standard.
- Environmental Health accounted for nine late responses, primarily due to staffing pressures. Complainants were kept informed, and performance has improved since additional resource was allocated, with most responses now being completed within the required timescales.
- Housing recorded three late-Stage 1 responses. A more structured tracking process has been introduced, supported by the Service's Business Support Officer, to strengthen oversight and improve response timeliness.
- Stage 2 complaint performance exceeded the target in terms of response times. 94% of complaints were responded to within the 20-day standard against the 85% target. This is a significant improvement on 25/26 response rates.

3.10 **Council tax and business rates** performance is reported cumulatively across the year.

- Council tax collection at Q1 was 29.36%, slightly below the 30% achieved at the same point last year.
- Cost of living pressures continue to affect some residents' ability to pay. Recovery activity is being increased, and performance will continue to be monitored monthly.
- Business rates collection has been affected in some cases by rateable valuation changes and relief arrangements, so the collection rate was

down from 34% in Q1 25/26 to 31.03%. The Customer Services team is actively managing recovery action where appropriate.

- All other **Customer Services KPIs** are currently meeting or exceeding target, indicating stable performance across the remaining measures.

3.11 In June there were no **Councillor conduct issues** reported which is positive and these continue to be monitored proactively to ensure compliance.

3.12 **Finance** performance is on track for Q1, with targets being met and routine monitoring in place to sustain delivery beyond the quarter.

- **Savings** delivery remains challenging and is subject to close monitoring. By the end of Q1, 34.7% of the annual savings target (£1.1M) had been achieved.
- The **Procurement** KPI is currently below the 95% annual target. Improvement action is underway to capture all existing contracts on the contracts register, which is expected to reduce off contract spend and strengthen readiness for Local Government Reorganisation.

3.13 **Committees** met the target of 100% for issuing **meeting papers** on time; however, performance was below (at 45%) the 100% target for publishing meeting minutes within one week of the meeting date. This was primarily due to reduced Committee Services capacity, with staffing levels falling from five officers to two and only one officer available to cover all Committee Services tasks between mid-April and mid-May because of sickness absence. Additional workload has also arisen from clerk responsibilities for the Standards Committee and Constitution Sub-Committee for the West Surrey Shadow Authority.

3.14 For investigations into suspected **unlicensed Houses in Multiple Occupation (HMOs)**, performance was slightly above target in April, with 17 cases progressed against a monthly target of 15. Performance reduced in May, with five cases progressed. This reduction reflected reduced team capacity due to enforcement activity, including attendance at two court hearings, and the impact of two long-term sickness absences. Additional contractor resource has now been brought in to support delivery and strengthen capacity, and performance returned to target in June 2026.

3.15 **Housing options**

- Temporary accommodation spend has reduced and is currently on track to deliver the required savings. Forecasting will remain prudent, reflecting the demand volatility and unpredictability associated with homelessness presentations.
- The average length of stay in nightly accommodation was 228 days in Q1, which remains above the March 2027 target of 120 days.

Improvement activity is ongoing to reduce reliance on nightly accommodation and improve throughput.

- The average length of stay in temporary accommodation is subject to a March 2027 target of 78 weeks. Q1 performance met the 54-week milestone, indicating positive progress towards the year-end target.

4. PROGRESS WITH THE DELIVERY OF THE TRANSITIONAL PLAN

4.1 Following Council approval of the Corporate Transitional Plan, in July 2026 as for IRP, more detailed actions and timelines are being put in place to allow monitoring of delivery.

4.2 All actions resulting from the Transitional Plan have an assigned owner and sponsor and these are being incorporated into CPM targets for relevant managers.

4.3 Service Plans are also being aligned to ensure they reflect the planned actions in 2026/27.

Completed actions:

4.4 Three deliverables in the Transitional Plan have been completed to date:

(a) Supplementary Planning Document (SPD) - Affordable Housing, and

(b) SPD - Climate Change

4.5 Staines Park play area has been completed and other play areas are being progressed or are near completion.

5. OPTIONS APPRAISAL AND PROPOSAL

5.1 CPRC is asked to consider the Q1 2026/27 performance updates relating to:

(a) Corporate Key Performance Indicators

(b) Progress with delivery of the Council’s Transitional Plan

6. RISK IMPLICATIONS

6.1 Extenuating circumstances can mean key performance indicators are not achieved, and this will vary with the service concerned.

6.2 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.

6.3 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.

6.4 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.

6.5 There is a risk of non-delivery of the Transitional Plan. However, the plan has been designed to be deliverable within existing resources and time left before vesting day. There is ongoing monitoring, reporting and delivery of the Plan through service plans and objectives for staff within the continuous performance management system.

7. FINANCIAL IMPLICATIONS

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

8. Legal comments

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

Corporate implications

9. Commissioners' comments

No comments from Commissioners.

10. S151 Officer comments.

10.1 As noted, above the report has no direct implications, but the KPIs and performance measures, include direct financial indicators such as savings, and also track performance of activities which will have significant financial impacts, including for example delivery of the assets rationalisation programme.

11. Monitoring Officer comments

11.1 Monitoring and managing performance plays 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.

12. Procurement comments

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

13. Equality and Diversity

13.1 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.

14. Sustainability/Climate Change Implications

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

15. Other considerations

15.1 There are none.

16. Local Government Reorganisation Implications

16.1 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.

17. Timetable for implementation

17.1 Quarterly reporting to Corporate Policy and Resources Committee, with Q1 reported to CPRC September 2026.

18. Contact

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

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

Background papers:, **Corporate Transitional Plan**

Appendices:
Appendix A – Q1 2026/27 KPI tables