



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 at least 5 working days before Stage 2)	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 5 working days before MAT	L Heron	24/04/26
S151 Officer commentary – at least 5 working days before MAT	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 26th 2026

Title	Corporate Key Performance Indicators for 2026/27
Purpose of the report	To make a decision
Report Author	<i>Sandy Muirhead Group Head Commissioning and Transformation</i>
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	
Corporate Priority	Resilience Services
Recommendations	Committee is asked to: Approve the proposed revisions to the Corporate Key Performance Indicators (KPIs) 2026/27.
Reason for Recommendation	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"> It is a year since we undertook a detailed review of the Councils 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 	<ul style="list-style-type: none"> This will strengthen the performance management framework, building on changes introduced in March 2025. Regular monitoring and analysis will highlight improvement areas and support timely action.
This is what we want to do about it	These are the next steps

<ul style="list-style-type: none"> Implement the revised Corporate KPIs from 1 April 2026 (data for the new KPIs is available). 	<ul style="list-style-type: none"> 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.
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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