POLICY REVIEW AND DEVELOPMENT PANEL
REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	20th July 2026		
TITLE:	2026-27 Key Performance Indicator Target Setting		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Cllr Alistair Beales, Leader of the Council		
REPORT AUTHOR:	Debbie Ess, Senior Corporate Governance Officer		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

2026-2027 Key Performance Indicator Target Setting

PURPOSE OF REPORT/SUMMARY:
The council monitors performance indicators from across the directorates as a corporate overview of performance and to support continuous service improvement. This report outlines the corporate performance indicators and targets established for 2026–2027.
KEY ISSUES:
Key performance indicators and targets have been reviewed by the Corporate Leadership Team and Portfolio Holders to support ongoing monitoring of council services. Targets are set based on a realistic assessment of what can be achieved within available resources. Performance against these indicators is reported quarterly through the Performance Management Report, which also tracks delivery of the Corporate Strategy. This report is reviewed by the Corporate Performance Panel and Cabinet, providing members with the opportunity to seek clarification on reported performance levels.
OPTIONS CONSIDERED:
N/A
RECOMMENDATIONS:
The Panel is asked to review and note the council's proposed key performance indicators and targets for 2026-2027. Performance against these indicators will be reported quarterly through the Performance Management Report.
REASONS FOR RECOMMENDATIONS:
The Corporate Strategy sets out a broad framework for the council's work for the period 2023 to 2027. Members should ensure a corporate overview of performance is maintained.

1 Introduction

1.1 The council adopts a positive and proactive approach to monitoring key performance indicators (KPIs), recognising their importance in driving effective performance management and continuous improvement.

1.2 Regular and structured reviews of KPIs provides a clear, evidence-based understanding of progress against objectives and highlights achievements as well as opportunities for further development. This ongoing oversight supports timely and informed decision-making, enabling early intervention where required and reinforcing good practice. As a result, effective KPI monitoring plays a vital role in enhancing service delivery, strengthening accountability and transparency, and ensuring sustained alignment with strategic priorities.

2 Process for reviewing annual indicators and targets

2.1 Each May, the Corporate Leadership Team review existing performance indicators alongside the previous year's data. This includes engagement with service managers to assess the target of each indicator, consider any necessary revisions, identify opportunities to expand performance monitoring into additional service areas, while maintaining a clear focus on delivering the Corporate Strategy.

2.2 Assistant Directors discuss and agree proposed indicators and targets with relevant Portfolio Holders, confirming any changes.

2.3 In 2026-2027 the number of indicators to be monitored has decreased from 60 to 53, 18 indicators have been removed, and 11 indicators have been introduced (see Appendix A). The agreed indicators will inform the quarterly Performance Management Report.

3 Targets for the 2026-2027 year

Targets for each indicator are set out in Appendix A. They reflect the Corporate Leadership Team's assessment of the ability of services to achieve the targets within available resources, while also aligning with key service priorities.

4 Issues for the panel to consider

Members are asked to note that the indicators and targets have been agreed by the Corporate Leadership Team and Portfolio Holders. These will form the basis of the 2026–2027 Performance Management Report. The first report, covering performance against these targets, will be presented to this Panel on 2 September 2026

5 Corporate priorities

Performance indicators are developed to monitor key activities, many of which directly underpin the achievement of the council's Corporate Strategy.

6 Financial implications

None

7 Any other implications/risks

None

8 Equality Impact Assessment (EIA)

Performance monitoring of key performance indicators covers service areas across the council, and as such there are no direct equality considerations related to this report.

9 Environmental considerations

The corporate strategy includes a priority of ‘Protect our environment’. The indicator suite incorporates measures that relate to the council’s carbon footprint such as the council’s energy usage and broader environmental issues via measures of waste collection, recycling and composting.

10 Consultation

Corporate Leadership Team and portfolio holders.

11 Conclusion

The panel is asked to note the contents of the report and agree the range of indicators and associated targets for 2026-2027 set out in Appendix A.

12 Background papers

Corporate Strategy 2023-2027

2026-2027 Key Performance Indicators **Appendix A**

Government Set Target | Local Set Target | ↑ ↓ Direction for Good performance

Promote growth and prosperity to benefit West Norfolk

Ref	Current Performance indicator	Actual 2024/25	Actual 2025/26	Target 2025/26	Target 2026/27	
1.1	% of non-major planning applications determined within 8 weeks or within agreed timescale	93%	94%	70%	70%	↑
1.2	% of major planning applications determined within 13 weeks or within agreed timescale	94%	92%	60%	60%	↑
1.3	% of decisions on applications for **major** development that have been overturned at appeal, measured against total number of major applications determined	3.03%	0.88%	10%	10%	↓
1.4	% of decisions on applications for **non-major** development that have been overturned at appeal, measured against total number of non-major applications determined	0.85%	0.84%	10%	10%	↓
1.5	% of major planning applications provided with an extension of time (EOT)	50%	25%	50%	50%	↓
1.6	% of non-major planning applications provided with an extension of time (EOT)	25%	10%	40%	35%	↓
1.7	Amount of planning fees returned under the Planning Guarantee	£0	£0	Monitor only	£0	↓
1.8	% of new enforcement cases actioned within 12 weeks of receipt	85%	89%	85%	85%	↑
1.9	No of new homes built through the Council's Major Housing Programme	97	77	124	121	↑
1.11	% of rent arrears on industrial units	5.11%	1.98%	5%	5%	↓
1.12	% of rent arrears on retail/general units	6.94%	6.26%	6%	6%	↓
1.13	King’s Lynn long stay car parking tickets purchased	162,127	169,989	162,127	Monitor only	↑
1.14	King’s Lynn short stay car parking tickets purchased	1,033,739	1,025,355	1,033,739	Monitor only	↑
1.15	Local (West Norfolk) contracts awarded to SMEs: (include %, number and value)	-	73% 8 £480,650	Monitor only	Monitor only	
1.17	Capital contracts awarded to SMEs: (include %, number and value)	-	68% 17 £22,615,803	Monitor only	Monitor only	
1.18	Revenue contracts awarded to SMEs: (include %, number and value)	-	69% 38 £4,565,383	Monitor only	Monitor only	
1.19	No of new homes delivered in the Borough to meet the housing need target	427	704	Monitor only	Monitor only	↑

Protect our Environment						
Ref	**Current Performance indicator**	**Actual 2024/25**	**Actual 2025/26**	**Target 2025/26**	**Target 2026/27**	
2.1	% of street lighting within the borough converted to LED	30.24%	63.54%	Monitor only	90%	↑
2.3	No of brown bins in use for composting	29,430	29,225	29,000	29,000	↑
2.4	Total tonnage of garden waste collected and treated	11,123	10,370	11,000	11,000	↑
2.5	Total tonnage of food waste collected and treated	1,655	1,719	Monitor only	1,700	↑
2.6	Total tonnage of mixed recycling collected and treated	14,082	14,111	Monitor only	14,000	↑
2.7	No of fly tipping incidents recorded	2,267	2,462	Monitor only	Monitor only	↓
2.8	% of fly tipping cases initially assessed within 1 day of being recorded	100%	95%	95%	97%	↑

Efficient and effective delivery of our services						
Ref	**Current Performance indicator**	**Actual 2024/25**	**Actual 2025/26**	**Target 2025/26**	**Target 2026/27**	
3.3	% of press releases covered by media within one month of being issued	97%	97%	95%	95%	↑
3.4	% of supplier invoices paid within 30 days	98%	99%	99%	99%	↑
3.5	% of local supplier invoices paid within 10 days	93%	96%	96%	96%	↑
3.6	% of Council Tax collected against outstanding balance	97.1%	97.1%	97.1%	97.1%	↑
3.7	% of Business Rates collected against outstanding balance	98.6%	97.9%	98.6%	97.9%	↑
3.8	% of BID Levy collected	95.4%	98.6%	97.5%	97.5%	↑
3.10	No of cyber security incidents reported	0	0	Monitor only	Monitor only	↓

Support our communities						
Ref	**Current Performance indicator**	**Actual 2024/25**	**Actual 2025/26**	**Target 2025/26**	**Target 2026/27**	
4.4	No of rough sleepers recorded	1	1	Monitor only	Monitor only	
4.5	No of days to process new housing benefit and council tax support claims	15	15	20	20	↓
4.6	No of days to process housing benefit and council tax support changes of circumstances	20	13	20	20	↓
4.7	% of food premises achieving a rating of 3 or above	94%	94%	90%	90%	↑
4.8	% of housing adaptations completed within time	77%	84%	80%	80%	↑
4.9	Through effective use of District Direct service reduce the number of hospital beds occupied	2,001	3,585	1,400	4,000	↑
4.10	% of ASB incidents, nuisance and environmental crime incidents reported that have been resolved within 120 days of receipt	89%	91%	80%	80%	↑
4.12	No of HMO licence applications received	-	22	Monitor only	Monitor only	
4.13	% of HMO licence applications receiving a draft licence or draft refusal within 45 working days of application validation	-	88%	80%	80%	↑
4.16	Increase Alive customer satisfaction levels beyond national benchmarks year on year	-	7%	5%	4%	↑
4.17	Increase number of Alive participants on exercise referral or special populations programmes	-	16%	10%	4%	↑

Performance Indicators to be removed for 2026-2027

25/26 Ref	Performance indicator	Explanation for removal
1.10	No of new Affordable Homes delivered by the Major Housing Programme	This data is monitored and reported at the Member Major Project Board
1.16	Non-local contracts awarded to SMEs: (include %, number and value)	There is a local SME measure and a non-local measure. It is the local SME measure that better monitors the effectiveness of the Council in supporting local SMEs.
2.2	Solar power (kWh) generated across council sites	Reliant on specific weather conditions which are out of our control
3.1	% of calls reduced by web chat	Talkative web chat and digital assistant (Nova) was introduced from October, CIC are now dealing with more complex enquiries.
3.2	% of calls answered within 90 seconds	
3.9	No of completed fraud/corruption investigations including data matching exercises	Indicator will be internally monitored and progress reported to Audit Committee
3.11	% spend in compliance with authorised procedures	This is a subjective assessment and without context can be misunderstood. Monitoring will be maintained internally.
3.12	% of “open rate” for the Our News staff e-newsletter	Indicator relates to the launch of an internal publication which is now established
3.13	% of purchase orders created retrospectively after goods have been received	Change to % of Invoices with a valid PO raised in advance of invoice date
3.14	% of savings delivered and forecast towards the 2025/2026 Savings and Efficiency Plan	This data is specifically monitored and reported in the quarterly budget monitoring reports to Cabinet.
4.1	No of people in bed and breakfast and nightly paid accommodation	New KPIs proposed to monitor families and single occupancy
4.2	Spend on bed and breakfast and nightly paid accommodation (gross)	Not a true reflection of the overall direction of homelessness, total spend is provided in end of year accounts
4.3	No of households prevented from becoming homeless for a minimum of 6 months	Change to % of applicants where homelessness was prevented
4.11	No of young people engaged through UKSPF Employability and Skills projects	UK Shared Prosperity Fund ends in September 2026 (Q2).
4.14	Increase participation at all Leisure & Culture facilities	Focus to be more specific to the wider outcomes not just increasing attendance generically
4.15	Increase number of outreach activities into the community	Change focus to health outcomes and tangible improvements to residents
4.18	Reduce net subsidy per head	Change focus to social value output to align with supporting our communities
4.19	Reduce energy usage per user	Impact is limited unless building envelopes are altered

Performance Indicators to be added for 2026-2027

Ref	Performance indicator	Target
1	Increase installed solar power capacity to 8.243 kWp	15%
2	Average time Customer Information Centre takes to answer an incoming call	2 minutes
3	Average time Customer Information Centre takes to answer a webchat	1 minute

Ref	Performance indicator	Target
4	Customer Information Centre satisfaction rate	75%
5	% of Invoices with a valid PO raised in advance of invoice date	100%
6	Deliver an increase of 3.5% (£250k), in social value from the leisure and community activity service	3.5%
7	% of residents achieving a measurable health improvement through physical activities and cultural interventions	Monitor only
8	Households placed in all temporary accommodation • Families • Singles	Monitor only
9	Households placed in nightly paid temporary accommodation • Families • Singles	Monitor only
10	No of Homeless applications received	Monitor only
11	No of households housed through the housing register	Monitor only
Note	These KPIs will include tickets purchased for all car parks from 2026-27: KPI 1.13 - King’s Lynn long stay car parking tickets purchase KPI 1.14 - King’s Lynn short stay car parking tickets purchased	Monitor only