

From: Linden Kemkaran, Leader of the Council

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To: Policy and Resources Cabinet Committee – 11 March 2026

Subject: Key Performance Indicator review for 2026/27

Classification: Unrestricted

Summary:

All Key Performance Indicators (KPIs) reported to Cabinet Committees and Cabinet are reviewed on an annual basis. This paper includes the review of those which are reported to this Committee, namely those covering the Chief Executive's Department (CED) and Deputy Chief Executive's Department (DCED).

Recommendation:

The Policy and Resources Cabinet Committee is asked to COMMENT on the KPIs and targets proposed for the Chief Executive's Department and Deputy Chief Executive's Department for 2026/27, and to NOTE the recommendation for a paper regarding the Government's Local Outcomes Framework to come before the Policy and Resources Cabinet Committee in July.

1. Introduction

1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Cabinet Committee. To support this role, KPI dashboards are regularly reported to each Cabinet Committee throughout the year. To ensure the KPIs within those dashboards remain aligned with the strategic priorities of KCC, an annual review is undertaken before the start of each financial year.

2. Process

2.1. As in previous years, the Analytics team approached services across all directorates to consider any revisions to the existing KPIs within their respective cabinet committee dashboards. The Policy and Resources Cabinet Committee dashboard relates to services within the Chief Executive's and Deputy Chief Executive's Departments.

2.2. The review of KPIs considers both whether the right selection of KPIs and activity indicators are included as well as whether the targets and floor standards are set at the right level.

2.3. This year, attention was drawn to the priority within the Strategic Statement to improve performance management arrangements for all KCC services by reviewing current key performance indicators and targets, and ensuring that the drive towards value for money is reflected in these.

3. Outcome

3.1. Services have worked with their leadership teams during this review, and the proposed KPIs and activity indicators for 2026/27 are attached in appendix 1. This includes, for each service, a rationale as to why these indicators were selected.

3.2. One key outcome of the review process is a proposed new section for **Commercial and Procurement**. The KPIs in this section will cover: money saved during the procurement of KCC contracts; the percentage of contracted spend with SMEs, VCSEs and Kent-based businesses; and compliance with KCC's procurement standards.

3.3. For **Finance**, an additional debt activity indicator has been added to show the level of debt held by the authority which is being actively chased by Income Recovery. Other indicators remain largely unchanged.

3.4. KPIs for **Governance and Law** reflect statutory duties and with targets taking account of benchmarks stipulated by the Information Commissioner's Office.

3.5. **Infrastructure** KPIs monitor the delivery of the Asset Management Strategy, i.e. that we are performing well in terms of securing rent receipts and meeting standards on task completion and timeliness.

3.6. For **Marketing and Residence Experience**, the review needed to ensure there was alignment with the new contract for running the Contact Centre which was awarded to Capita. This resulted in some existing indicators being removed.

3.7. Those for **Human Resources and Organisational Development** evaluate the effectiveness of staff learning events, and the take-up of key training as well as activity levels in key functions of the Division.

3.8. **Technology** KPIs focus on critical elements delivered by ICT which enable staff to work effectively, including quick resolution of issues, availability of the public service network, and availability of email.

4. Local Outcomes Framework

4.1. The Ministry of Housing, Communities and Local Government released a policy paper on 12th February 2026 announcing the 'Local Outcomes Framework' (LOF) - a set of outcomes-based performance measures against key national priorities delivered at the local level and driven by councils as local leaders of place. The Framework is structured around 16 priority outcomes that represent government's top priorities for delivering outcomes by local government working with local partners. Each priority outcome is underpinned by a set of metrics to measure progress, with 132 metrics included in total, although 17 are placeholders and the 'Housing Supply' priority outcome metrics are still being considered.

4.2. The Framework makes use of existing published data – Official Statistics standard or similar quality, at local authority level. In some instances where data does not yet exist for a key priority that government wants to measure, a placeholder has been included to indicate ongoing development of a new data set

4.3. The outcomes and metrics for each local authority area will be published on gov.uk, with the aim that this will improve transparency and enable the public, government, local government and local partners to have a shared view of progress. Outcomes for each local area will be made comparable against that area's 'statistical neighbours', i.e. areas most similar in terms of their context and challenges. A statistical neighbours model is being developed for this purpose. The government intends to launch a digital tool later this year.

4.4. It is proposed that a paper is brought to the July meeting of the Policy and Resources Cabinet Committee, mapping the Local Outcomes Framework metrics against KCC's KPIs and activity indicators across all the Cabinet Committee dashboards and the Quarterly Performance Report. This will enable the committee to consider how KCC's performance indicators align to the priorities laid out in the LOF, upon which KCC's progress is likely to be monitored externally.

5. Recommendation

The Policy and Resources Cabinet Committee is asked to COMMENT on the KPIs and targets proposed for the Chief Executive's Department and Deputy Chief Executive's Department for 2026/27, and to NOTE the recommendation for a paper regarding the Government's Local Outcomes Framework to come before the Policy and Resources Cabinet Committee in July.

6. Contact details

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