

Key Regulator KPIs – September 2026 Update

Background

As outlined in the **March 2025 Regulatory Action Plan Policy Paper**, the government has signalled its commitment to enhancing the accountability and performance measurement framework for regulators.

A key component of this initiative is the use of **Key Performance Indicators (KPIs)** to assess regulatory effectiveness. In a significant step forward, the government has published the KPIs of the most economically impactful regulators in a single, consolidated document.

The Regulation Performance Dashboard (first published in October 2025) is now in its fourth iteration. This update reflects the Government's ongoing commitment to transparency. The Dashboard remains a work in progress and will continue to evolve over time. This iteration includes the addition of metrics for the Competition and Markets Authority (CMA), expanded KPI reporting from the Environment Agency (EA) and Ofgem, and RAG ratings alongside the Civil Aviation Authority's (CAA) metrics. Four regulators report annually rather than quarterly. The reporting period for each regulator is clearly stated at the beginning of its section.

Together these developments strengthen the ability of government, parliament and businesses to scrutinise regulatory performance and support continuous improvement across the system.

Note: *Regulators publish their KPIs independently, and in some cases, more promptly than they appear on this website.*

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Civil Aviation Authority

The Civil Aviation Authority is UK's aerospace regulator with functions relating to airspace, safety, security, consumer rights, spaceflight and economic regulation.

This report covers data from Q4 2025/26 to Q1 2026/27.

Key Services						
		Q4 2025/26		Q1 2026/27		
Category	Service Level Target	Service Level % (Target > 90%)	Total completed applications	Service Level % (Target > 90%)	Total completed applications	RAG Status
Commercial Pilot Personnel Licences	90% of applications are processed within 10 working days from receipt of correct application.	99%	1555	97.2%	1709	Green
General Aviation Pilot Personnel Licences	90% of applications are processed within 10 working days from receipt of correct application.	99%	918	98.9%	1213	Green
Air Traffic Services Personnel Licences	90% of applications are processed within 10 working days from receipt of correct application.	99.4%	1154	99.3%	1076	Green
Examiner & Instructor Personnel Licences	90% of applications are processed within 10 working days from receipt of correct application.	99.2%	402	99.2%	370	Green

Airworthiness Review Certificates	90% of applications are processed within the 5 working days from receipt of a correct application.	100%	34	100%	39	Green
Permits to Fly	90% of applications are processed within the 20 working days from receipt of a correct application and recommendation by the responsible technical authority within the CAA.	97.9%	48	97%	67	Green
Certificates of Airworthiness	90% of applications are processed within the 15 working days from receipt of a correct application and recommendation by the responsible technical authority within the CAA.	100%	25	95.6%	23	Green
Changes of registered ownership and other register amendments	90% of applications are processed within the 7 days from receipt of a correct application.	99.5%	422	91%	520	Green
Completed new aircraft registrations and overseas de-registrations	90% of applications are processed within the 3 days from receipt of a correct application.	97.4%	228	94.7%	263	Green
Engineer licenses with technical assistance required	90% of applications are processed within 31 days from receipt of a correct application.	35.3%	173	72.6%	237	Amber
Engineer licenses without technical assistance required	90% of applications are processed within 10 days from receipt of a correct application.	75.2%	763	94.5%	853	Green

Mortgage entries, discharges and priority notices	90% of applications are processed within the 3 days from receipt of a correct application.	100%	96	100%	146	Green
Airworthiness Approval Certificates	90% of applications are processed within 20 working days from receipt of correct application and recommendation by the responsible technical authority within the CAA.	96.3%	885	96.1%	956	Green

Space¹	
Processing times for Orbital Operator Licence application (12-month rolling period)	
Licence Time	Number of Licences
<6 months (180 days)	15
6 - 9 months (180 - 270 days)	1
9 - 12 months (271 - 365 days)	1
12 months + (366 days)	3
Total licences issued	20

Future of flight metrics		
Category	Q4 2025/26	Q1 2026/27
Number of active drone Operator IDs registered for Individuals	310,662	321,816
(The Operator is the person or organisation that's responsible for		

¹ Spaceflight data has been added for the first time this quarter. Orbital Operator Licences account for the highest volume of applications each year, enabling robust and publishable processing time data. Other licence categories receive significantly fewer applications, meaning equivalent processing time data is not published as it would be based on very small sample sizes and could risk identifying individual applicants

maintaining and managing a drone or model aircraft. They must have an Operator ID, which is renewed each year.)		
Number of active drone Operator IDs registered for Organisations (See description above.)	10,685	10,990
Number of active drone FlyerIDs (Anyone flying a drone or model aircraft over 100g must take a theory test to get a Flyer ID, to make sure they know how to fly safely and legally. This is valid for five years.)	603,015	630,408
Number of active remote pilot competency certificates (The remote pilot qualifications required depends on the type of operation and competency requirements – see detail here. This is the total of all types of remote competency certificate.)	27,168	25,671
Pre-Defined Risk Assessment (PDRA01) Average Application Time (minutes) (PDRA01 gives authorisation to fly a drone between 250g and 25kg in residential, commercial, industrial and recreational areas, within visual line of sight e.g. inspecting roofs)	28	23

PDRA01 applications satisfaction rate ²	74% very satisfied or satisfied	71% very satisfied or satisfied
Number of Specific Operations Risk Assessment (SORA) drone applications (If the operations are more complex and not covered by PDRA01, a SORA application is required e.g. flying beyond visual line of sight, close to people, dropping items from a drone.)	62	75
Number of SORA drone applications approved	18	34
Proportion of SORA applications issued under 90 days	50%	12.5%

Customer Satisfaction		
Customer Experience (Website Customer Satisfaction)	Q4 2025/26	Q1 2026/27 Target = 4/5
Commercial Aviation	3.0/5	2.8/5
General Aviation	3.2/5	3.3/5
Passenger	3.0/5	3.1/5
Remotely Piloted Aircraft Systems (RPAS)	3.6/5	3.7/5
Total (average)	3.3/5	3.2/5

² SORA applications satisfaction rate: Satisfaction data for this metric is not currently reported, as available responses are not sufficient to provide a robust metric. We will aim to report this metric in future quarters as response volumes increase.

Spaceflight: Customer satisfaction	July 2025-June 2026
Overall score	4/5

Telephony Service				
	Target	Q1 2026/27 Answered	Q1 2026/27 Offered	Q1 2026/27 Answered %
Contact Centre	90%	5730	5967	96%
Medical	90%	1353	1404	96.4%

Competition and Markets Authority (CMA)

The CMA promotes competitive markets and tackles unfair behaviour. Guided by its new Strategy, and consistent with the government's expectations and commitments in the Regulation Action Plan, the CMA is delivering a step-change in organisational performance. This includes, for the first time, a data-driven performance assessment, complementing more detailed, qualitative information laid out in the CMA's Annual Report & Accounts. The CMA expects to evolve this assessment in future years and welcomes feedback on its approach.

There are 3 important aspects of its performance that data can help to draw out:

- The **impact** of the CMA's work: This is ultimately the most important marker of the CMA's success – reflecting its contribution to the UK, including the clear end goals in the CMA's strategy: economic growth and household prosperity
- **Speed and efficiency:** These enablers allow the CMA to maximise its impact through rapid and effective intervention
- **Stakeholder experience and engagement:** This helps the CMA understand where its work can add value; how it can continue to improve; and whether it is contributing to a UK regulatory environment which inspires confidence

For each of these areas, a range of relevant performance metrics are laid out below.

These metrics include:

- **Outcome** metrics – which relate tangibly to the impact of the CMA's work, such as the direct financial benefits the CMA monetises through its Impact Assessment (IA), and relevant stakeholder experiences
- **Input** metrics – the activities that contribute to the CMA's impact, particularly where it remains difficult to capture that impact fully. Examples include the CMA's deterrent effect, where metrics such as fines and warning and advisory letters help to build a sense of the CMA's impact

As this is the first year of this approach, the data for 2025 to 2026 represents a baseline for the future. These KPIs will be updated on an annual basis.

IMPACT OF THE CMA'S WORK

The CMA has broken this down into **direct and indirect impact**; the **extent to which stakeholders think the CMA is contributing to our defined outcomes**; and **how the CMA's project portfolio maps to those outcomes**. In 2025 to 2026 the CMA substantially exceeded the **government target** of delivering £10 in **direct consumer benefits** for every £1 spent on its operations. The CMA's work has less direct (but nonetheless important) effects – such as an **overall deterrent effect**, driven by inputs such as fines and warning and advisory letters.

Stakeholder views help the CMA understand the extent to which stakeholders believe it is contributing to the strategic outcomes it seeks to support in its 2026 to 2029 Strategy, and mapping of its portfolio is another relevant indicator. The CMA's overall **delivery** gives a sense of the breadth of its impact.

IMPACT		
Direct impact		Explanatory notes
Average ratio of direct consumer benefits delivered by the CMA to operating spend over the last 3 years	24.7:1	Outcome metric In 2025 to 2026 the CMA substantially exceeded the government target of £10 direct consumer benefits for every £1 spent on its operations.
Annual average direct consumer benefits delivered by the CMA over the last 3 years	£3.3bn	Outcome metric Total direct impact

Indirect impact		Explanatory notes
Warning and advisory letters issued (competition and consumer protection law)	209	The CMA's work has less direct (but nonetheless important) effects – such as an overall deterrent effect , driven by inputs such as fines and warning and advisory letters
Fines imposed	£78.2m	
Percentage of stakeholders that consider that the CMA is making a positive contribution to its 6 strategic outcomes :		Outcome metric Stakeholder views help the CMA understand the extent to which stakeholders believe it is contributing to the outcomes laid out in its Strategy.
Dynamic, competitive markets drive investment, innovation and growth	47%	
Strategically important markets and scaling businesses can flourish	50%	
Lower prices and fairer outcomes, particularly in essential markets, ease the burdens on household budgets	52%	
Consumers can engage confidently in markets, without fear of exploitation	60%	
Fair-dealing businesses can compete on a level playing field	60%	
Our expert advice and recommendations to government shape pro-competitive policies that	53%	

drive growth, support consumers, and secure value for money in public services		
Delivery by function		Explanatory notes
Mergers:		
Merger cases considered by the Merger Intelligence Committee	902	
Phase 1 merger investigations concluded	32	
Phase 2 merger investigations concluded	4	
DMCR:		Whilst no CRs were imposed during the 2025 to 2026 financial year, the CMA consulted on 4 proposed CRs relating to Google's general search services. A package of commitments relating to Apple's and Google's mobile ecosystems came into force at the start of the 2026 to 2027 financial year.
Strategic Market Status (SMS) investigations undertaken	3	
Conduct Requirements (CRs) implemented	Not applicable this year (see explanatory notes)	
Commitments agreed	Not applicable this year (see explanatory notes)	
Pro-Competition Interventions (PCIs) implemented	Not applicable this year	

Markets:		Veterinary Services and Cloud Services market investigations were open at the start of the year and completed during 2025 to 2026. At year end, 3 market studies were open: Civil Engineering, Private Dentistry, and Heating Oil.
Markets projects (reviews, studies, investigations) open at year start (1 April 2025)	2	
Markets projects (reviews, studies, investigations) completed	2	
Markets projects (reviews, studies, investigations) open at year end (31 March 2026)	3	
Competition enforcement:		Competition enforcement investigations completed this year resulted in 1 infringement decision and 3 commitments decisions
Investigations open at year start (1 April 2025)	7	
Investigations open at year end (31 March 2026)	5	
Investigations completed	4	
Consumer protection:		Consumer protection investigations completed this year both involved the acceptance of undertakings from parties under investigation
Investigations open at year start (1 April 2025)	2	
Investigations open at year end (31 March 2026)	14	
Investigations completed	2	
SAU:		

Subsidy reviews completed	36	
CMA projects mapped to strategic outcomes		Explanatory notes
Dynamic, competitive markets drive investment, innovation and growth	6 projects (12%) were considered to be most aligned to this outcome 41 projects (84%) were considered to have a substantial alignment to this outcome (potentially alongside other outcomes)	This mapping concerns the 49 most significant and resource-intensive projects that the CMA undertook over the course of 2025 to 2026. These include some of its advocacy and research projects, but exclude phase 1 merger investigations and subsidy reviews.
Strategically important markets and scaling businesses can flourish	6 projects (12%) were considered to be most aligned to this outcome 20 projects (41%) were considered to have a substantial alignment to this outcome (potentially alongside other outcomes)	
Lower prices and fairer outcomes, particularly in essential markets, ease the burdens on household budgets	9 projects (18%) were considered to be most aligned to this outcome 31 projects (63%) were considered to have a substantial alignment to this outcome (potentially alongside other outcomes)	
Consumers can engage confidently in markets, without fear of exploitation	17 projects (35%) were considered to be most aligned to this outcome	

	31 projects (63%) were considered to have a substantial alignment to this outcome (potentially alongside other outcomes)	
Fair-dealing businesses can compete on a level playing field	6 projects (12%) were considered to be most aligned to this outcome 40 projects (83%) were considered to have a substantial alignment to this outcome (potentially alongside other outcomes)	
Our expert advice and recommendations to government shape pro-competitive policies that drive growth, support consumers, and secure value for money in public services	5 projects (10%) were considered to be most aligned to this outcome 13 projects (27%) were considered to have a substantial alignment to this outcome (potentially alongside other outcomes)	

SPEED AND EFFICIENCY

Uncertainty and delay can have a chilling effect on decision-making and investment, so the CMA sees speed and efficiency as fundamental to **reducing regulatory burdens on businesses**. New targets under the CMA's **4Ps programme** are therefore significant indicators of performance – particularly as they go beyond the relevant **statutory deadlines**. Equally important is **direct stakeholder experience** of whether the CMA is fulfilling its commitment to making good decisions as quickly as possible.

SPEED AND EFFICIENCY

Delivery to statutory deadlines (merger control, DMCR, markets, subsidy advice)		Explanatory notes
Mergers:		
Percentage of phase 1 merger investigations completed within 40 working day statutory deadline (inc. where extended)	100%	
Percentage of phase 2 merger investigations completed within 24 week statutory deadline (inc. where extended)	100%	
DMCR:		No PCI investigations were undertaken during the 2025 to 2026 financial year
Percentage of SMS investigations completed within 9-month statutory deadline (inc. where extended)	100%	
Percentage of PCI investigations completed within 9-month statutory deadline	Not applicable this year	
Markets:		No market studies were concluded during the 2025 to 2026 financial year, although 3 were opened (Civil Engineering, Private Dentistry, Heating Oil – as above)
Percentage of market studies completed within 12 month statutory deadline (inc. where extended)	Not applicable this year	
Percentage of market investigations completed within 18 month statutory deadline (inc. where extended)	100%	
Subsidy advice:		

Percentage of subsidy reviews completed within 30 working day statutory deadline	100%	
Average duration of investigations (competition enforcement and consumer protection)		
Competition enforcement:		
Average duration, over the last 3 years, of competition enforcement investigations	37 months	
Consumer protection:		
Average duration, over the last 3 years, of consumer protection investigations	To be reported on in future years as the new regime embeds	
Delivery to 4Ps-related targets (merger control and markets)		
Mergers:		The 2 markets projects completed in the 2025 to 2026 financial year were launched prior to the CMA's 4Ps framework and therefore did not have roadmaps
Percentage of merger prenotifications completed within 40 working day target (exc. cases where parties agreed an alternative timescale with the CMA)	100%	
Percentage of straightforward phase 1 merger investigations completed within 25 working day target	100%	
Markets:		

Percentage of markets projects (reviews, studies and investigations) that met targets set out in roadmaps	Not applicable this year	
Stakeholder experience of pace in the CMA's casework		
Average percentage of stakeholders who responded positively when asked about their experience of Pace in the CMA's casework	63%	Outcome metric An average of stakeholders who, in response to the CMA's stakeholder survey, said that they: • 'Strongly agreed' or 'tended to agree' that the CMA sought to resolve the case in a way that addressed the CMA's concerns at the earliest stage • 'Strongly agreed' or 'tended to agree' that the CMA looked for opportunities to streamline the case processes where possible • Thought that the CMA 'always' or 'often'

		responded promptly to requests.
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BROADER STAKEHOLDER EXPERIENCE AND ENGAGEMENT

This year, the CMA rolled out the **first wave of new, regular stakeholder surveys**, capturing feedback about interactions with the CMA – both **within and outside casework**. These provide useful insights into the CMA’s performance and culture, as well as informing work to improve outcomes the CMA can deliver. Embedding the ‘Process’ element of the CMA’s 4Ps programme is transforming this engagement within casework. At the same time, the CMA continues to engage directly outside casework at higher levels than ever before.

BROADER STAKEHOLDER EXPERIENCE AND ENGAGEMENT		
Stakeholder experience		Explanatory notes
Percentage of stakeholders that had a positive experience of interacting with the CMA in casework	84%	Outcome metric Derived from CMA Stakeholder survey
Percentage of stakeholders that had a positive experience of interacting with the CMA outside of casework	80%	Outcome metric Derived from CMA Stakeholder survey
Stakeholder engagement		Explanatory notes

Engagement with the business and investment community outside of case work	This included: • 4 meetings of the CMA's Growth and Investment Council • 56 Chair, CEO and Executive Director bilaterals • 21 events reaching more than 300 business attendees	Outcome metric
Engagement with consumer bodies outside of case work	This included: • 1 meeting of the CMA's new Consumer Forum, launched in February 2026 to keep consumer perspectives at the heart of its work • 14 Chair, CEO and Executive Director bilaterals	Outcome metric
Engagement with Parliamentarians	The CMA is accountable to Parliament, and active in engagement with Parliamentarians both at Westminster and in the devolved nations. This year the CMA: • Gave formal evidence to Parliamentary Committees on 6 occasions • Met with 6 All-Party Parliamentary Groups (and equivalents in the devolved legislatures)	Outcome metric

Number of external events that the CMA contributed expert speakers to	169	Outcome metric
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Environment Agency (EA)

The Environment Agency protects and improves the environment in England by regulating certain activities that have the potential to harm the environment and people. Regulatory activity includes fisheries, flood risk, agriculture and intensive farming, water resources, waste management, industrial processes, emissions trading, chemicals, control of major accident hazards, and much more.

This report covers data from Q4 2025/26 (starts 1 January 2026 to 31 March 2026).

RAG Status	Definition
Red	Performing at or above the target(s) set
Amber	Falling slightly short of the target
Green	Improvements to be made

Healthy air, land and water					
Measure Title	Units	Q4 Actual	Q4 Target	2025 to 2026 target	Q4 Status
Water company compliance inspections	Number of water company inspections completed	10,784	10,000	10,000	Green
Sewage treatment works brought into compliance	Percentage of water quality permitted sites brought back into compliance	80%	90%	90%	Amber
Number of farm inspections	Number of farm inspections completed	4,410	4,000	4,000	Green

Bathing water monitoring	Percentage of bathing water quality monitoring samples collected and analysed	100%	98%	98%	Green
Number of high-risk illegal waste sites stopped	Number of high-risk illegal waste sites stopped	224	90	90	Green

Sustainable growth					
Measure Title	Units	Q4 Actual	Q4 Target	2025 to 2026 target	Q4 Status
Planning applications determined in 21 days	Percentage of planning application consultations and pre-application enquiries responded to within 21 days	98%	95%	95%	Green
Percentage of permits issued within timescales (category 1 permits)	Percentage of category 1 permit applications determined within target timescales	95%	95%	95%	Green
Percentage of permits issued within timescales (category 2 permits)	Percentage of category 2 permit applications determined within target timescales	66%	70%	70%	Amber

Percentage of permits issued within timescales (category 3 permits)	Percentage of category 3 permit applications determined within target timescales	69%	70%	70%	Amber
Percentage of permits issued within timescales (category 4 permits)	Percentage of category 4 permit applications determined within target timescales	55%	55%	55%	Green

A nation resilient to climate change					
Measure Title	Units	Q4 Actual	Q4 Target	2025 to 2026 target	Q4 Status
Number of properties better protected from flooding	Number of properties better protected since April 2024	61,898	52,000	52,000	Green
Innovation actions provided in flood and coastal resilience to adapt to a changing climate	Percentage of Flood and Coastal Risk Management innovation actions on track or completed	100%	80%	80%	Green
We maintain our flood and coastal risk management assets at or above the target condition	Percentage of high-risk Environment Agency maintained assets at target condition	93%	92%	92%	Green

Resilience in our capacity to respond to incidents	Daily status reports for incident teams	Amber	Green	Green	Amber
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People, culture and ways of working					
Measure Title	Units	Q4 Actual	Q4 Target	2025 to 2026 target	Q4 Status
Minimised time lost to work related injuries	Lost time incident frequency rate per 100,000 hours	0.16	<0.11	<0.11	Amber
We have a diverse workforce: a) Percentage of staff from black, Asian and minority ethnic backgrounds	Percentage of staff	7.1%	7.6%	7.6%	Amber
We have a diverse workforce: b) Percentage of senior staff who are female	Percentage of staff	46.8%	50%	50%	Amber

Sustainability					
Measure Title	Units	Q4 Actual	Q4 Target	2025 to 2026 target	Q4 Status
Reduce our carbon emissions	Tonnes of carbon	245,223	<198,916	<198,916	Red

Financial Conduct Authority (FCA)

The FCA regulates the conduct of relevant financial services businesses in the UK, with objectives to make sure that financial markets work well, ensure appropriate consumer protection, enhance the integrity of the UK financial system, promote effective competition, and facilitate international competitiveness and growth of the UK economy.

Please refer the FCA [website](#) for the most recent quarterly data for Authorisations KPIs. This is typically published within 2 months following the end of each quarter. Other KPIs are updated on an annual cycle, with data typically refreshed in July.

Approved Persons Application						
Service Standard	Measures	Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2025/26	Q4 determination time (days)
Approved persons applications – SM&CR related. To process an application for 'approved person' status for an application submitted by an authorised firm under the Senior Manager and Certification Regime.	Cases closed	1405	1366	1198	1334	LQ – 11 Median – 19 UQ – 30
	Cases closed past deadline	N/A	N/A	64	25	
	Result	N/A	N/A	94.7%	98.1%	

Target – 95% within 2 months.						
Approved persons – AR related. To process an application for 'approved person' status for an application submitted by an authorised firm under the Appointed Representative regime. Target – 95% within 2 months.	Cases closed	1331	1686	1545	1512	LQ – 11 Median – 23 UQ – 35
	Cases closed past deadline	N/A	N/A	59	65	
	Result	N/A	N/A	96.2%	95.7%	
New Firm Authorisation. To process a complete application for Part 4A Permission. Target – 95% within 4/10 months for complete/incomplete	Cases closed	292	279	291	310	LQ – 105 Median – 138 UQ – 183
	Cases closed past deadline	N/A	N/A	28	24	
	Result	N/A	N/A	90.4%	92.3%	

New Firm Authorisation						
Title	Measures	Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2025/26	Q4 determination time (days)
New Firm Authorisation - Consumer Investments. Target - 95% within 4/10 months for complete/incomplete	Result	N/A	N/A	61.5%	59.3%	LQ - 197 Median - 241 UQ - 303
New Firm Authorisation - Credit and Lending - Limited Permission Target - 95% within 4/10 months for complete/incomplete	Result	N/A	N/A	100%	99.4%	LQ - 98 Median - 124 UQ - 151
New Firm Authorisation - Credit and Lending – Other. Target - 95% within 4/10 months for complete/incomplete	Result	N/A	N/A	83.6%	95.2%	LQ - 94 Median - 140 UQ - 215
New Firm Authorisation - Insurance.	Result	N/A	N/A	81.8%	82.1%	LQ - 149 Median - 170 UQ - 215

Target - 95% within 4/10 months for complete/incomplete						
New Firm Authorisation – Wholesale Target - 95% within 4/10 months for complete/incomplete	Result	N/A	N/A	91.7%	85.2%	LQ - 126 Median - 209 UQ - 270

Variation of Permission						
Service Standard	Measures	Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2025/26	Q4 determination time (days)
Variation of Permission. To process a complete application from an authorised firm for Variation of Permission. Target – 95% within 4/10 months for complete/incomplete application	Cases closed	274	316	310	341	LQ – 12 Median – 32 UQ – 77
	Cases closed past deadline	N/A	N/A	11	9	
	Result	-	-	96.5%	97.4%	

Variation of Permission						
Title	Measures	Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2025/26	Q4 determination time (days)
Variation of Permission - Consumer Investments. Target - 95% within 4/10 months for complete/incomplete	Result	N/A	N/A	94.5%	95.8%	LQ – 12 Median – 29 UQ – 67
Variation of Permission - Credit and Lending - Limited Permission Target - 95% within 4/10 months for complete/incomplete	Result	N/A	N/A	95.8%	100%	LQ – 9 Median – 20 UQ – 78
Variation of Permission - Credit and Lending – Other. Target - 95% within 4/10 months for complete/incomplete	Result	N/A	N/A	97.5%	99%	LQ – 9 Median – 22 UQ – 53

Variation of Permission - Insurance. Target - 95% within 4/10 months for complete/incomplete	Result	N/A	N/A	100%	93.2%	LQ – 19 Median – 71 UQ – 128
Variation of Permission – Wholesale Target - 95% within 4/10 months for complete/incomplete	Result	N/A	N/A	96.0%	98.5%	LQ – 15 Median – 50 UQ – 96

Change in control						
Service Standard	Measures	Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2025/26	Q4 determination time (days)
Change in control To make a decision after receiving a 'complete' notification of a proposed change in control	Cases closed	251	290	315	365	LQ – 18 Median – 41 UQ – 65
	Cases closed past deadline	0	0	0	1	

Target – 100% within 60 working days	Result	100%	100%	100%	99.7%	
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3 / 4MLD						
Service Standard	Measures	Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2025/26	Q4 determination time (days)
3 / 4MLD To process money laundering registration under the 3MLD/4MLD directives Target – 95% within 45 working days	Cases closed	84	70	64	58	LQ – 44 Median – 59 UQ - 98
	Cases closed past deadline	11	0	1	1	
	Result	86.9%	100%	98.4%	98.3%	

5MLD						
Service Standard	Measures	Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2025/26	Q4 determination time (days)

5MLD To process money laundering registration under the 5MLD directive Target – 95% within 3 months for a complete application	Cases closed	9	3	3	7	LQ – 172 Median – 236 UQ - 302
	Cases closed past deadline	0	0	0	0	
	Result	100%	100%	100%	100%	

Payment Services & E-Money Authorisations						
Service Standard	Measures	Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2025/26	Q4 determination time (days)
PS1-4 Payment Services & E-Money Authorisations. To process a complete application for authorisation/registration under the PSRs 2017/EMRs 2011.	Cases closed	38	39	43	44	LQ – 124 Median – 207 UQ - 269
	Cases closed past deadline	N/A	N/A	12	12	

Target - 95% within 3/10 months	Result	-	-	72.1%	72.7%	
PS5-8 Payment Services & E-Money Authorisations. To process a complete application for variation of authorisation/registration under the PSRs 2017/EMRs 2011 Target - 95% within 3/10 months	Cases closed	6	4	10	8	LQ – 148 Median – 171 UQ - 206
	Cases closed past deadline	N/A	N/A	1	1	
	Result	-	-	90.0%	87.5%	

Payment Service Agents						
Service Standard	Measures	Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2025/26	Q4 determination time (days)

Payment Service Agents To process a complete application for a variation of authorisation under the EMRs 2011 Target - 95% within 2 months	Cases closed	2008	2014	1791	2112	LQ – 0 Median – 0 UQ - 14
	Cases closed past deadline	4	0	1	10	
	Result	99.8%	100%	99.9%	99.5%	

Cancellations						
Service Standard	Measures	Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2025/26	Q4 determination time (days)
Cancellations To determine a complete application for Cancellation of a Part 4A Permission Target - 95% within 6/12 months	Cases closed	858	811	788	978	LQ – 5 Median – 11 UQ - 48
	Cases closed past deadline	11	20	13	21	

	Result	98.7%	97.5%	98.4%	97.9%	
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Overall (inc. new targets)	97.6%
Overall (old targets only)	99.2%

Approved Persons						
Green $\geq 98\%$						
Amber $<98\%$ but $\geq 90\%$						
Red $<90\%$						
Title	Description	2023/24	2024/25	2025/26	Comments	
Approved Persons - SM&CR-related	To determine an application for 'Approved Person' status for an application submitted by an authorised firm under the Senior Manager and Certification Regime. % determined within 3 months.	97.0%	99.5%	99.7%	Statutory	
Approved Persons - AR-related	To determine an application for 'Approved Person' status for an application submitted by an authorised firm under the Appointed Representative regime. % determined within 3 months.	95.8%	97.8%	99.3%	Statutory	

Permissions
Green $\geq 98\%$
Amber $<98\%$ but $\geq 90\%$

Red <90%					
Title	Description	2023/24	2024/25	2025/26	Comments
New Firm Authorisations	To determine a complete application for Part 4A Permission. % within 6 months of receipts of a complete application or within 12 months of receipt of an incomplete application.	95.9%	96.6%	98.0%	Statutory
Variations of Permission ³	To determine a complete application from an authorised firm for Variation of Permission. % determined within 6 months of receipt of a complete application or 12 months of receipt of an incomplete application.	99.0%	99.1%	99.2%	Statutory
Cancellations	To determine a complete application for Cancellation of Part 4A permission. % determined within 6 months of receipt of a complete application or 12 months of receipt of an incomplete application.	99.0%	98.9%	98.1%	Statutory
Green ≥ 100%					
Amber <100% but ≥90%					
Red <90%					
Change in Control	To make a decision after receiving a complete notification of a proposed change in control. % determined within 60 working days.	99.6%	100.0%	99.9%	Statutory

Payment Services
Green ≥98%
Amber <98% but ≥90%
Red <90%

³ From FY2025/26 our methodology for calculating Variation of Permissions adherence was slightly adjusted due to a systems change. This could result minor inconsistencies in previous years' data.

Title	Description	2023/24	2024/25	2025/26	Comments
Payment Services - Authorisation applications	To determine a complete application for authorisation under the Payment Services Regulations 2017. % determined within 3 months of receipt of a complete application.	87.0%	98.0%	93.5%	Statutory
E-Money - Authorisation applications	To determine a complete application for authorisation under the Electronic Money Regulations 2011. % determined within 3 months of receipt of a complete application or 12 months of receipts of an incomplete application.	90.1%	97.6%	95.7%	Statutory
Payment Services - Registration applications	To determine a complete application for registration under the Payment Services Regulations 2017. % determined within 3 months of receipt of a complete application or 12 months of receipt of an incomplete application.	97.7%	98.3%	98.7%	Statutory
E-Money - Registration applications	To determine a complete application for registration under the Electronic Money Regulations 2011. % determined within 3 months of receipt of a complete application or 12 months of receipt of an incomplete application.	100.0%	100.0%	100.0%	Statutory
Payment Services - Variations of registration	To determine a complete application for a variation of registration under the Payment Services Regulations 2017. % determined within 3 months of receipt of a complete application or 12 months of receipt of an incomplete application.	100.0%	100.0%	100.0%	Statutory
E-Money - Variations of registration	To determine a complete application for a variation of registration under the Electronic Money Regulations 2011. % determined within 3 months of receipt of a complete application or 12 months of receipt of an incomplete application.	100.0%	100.0%	N/A	Statutory
Payment Services - Variations of	To determine a complete application for a variation of authorisation under the Payment Services Regulations 2017. % determined within 3 months of receipt of a complete	100.0%	100.0%	100.0%	Statutory

authorisation	application or 12 months of receipt of an incomplete application.				
E-Money - Variations of authorisation	To determine a complete application for a variation of authorisation under the Electronic Money Regulations 2011. % determined within 3 months of receipt of a complete application or 12 months of receipt of an incomplete application.	100.0%	100.0%	100.0%	Statutory
Payment Services Agents	To process a notification for a UK agent under the PSRs 2017 and EMRs 2011. % processed within 2 months.	98.2%	97.8%	98.4%	Statutory

Supervision Hub					
Green ≥90%					
Amber <90% but ≥81%					
Red <81%					
Title	Description	2023/24	2024/25	2025/26	Comments
To respond to a firm's email/web form/webchat	To provide a substantive response to EMAIL correspondence received from firms or their advisers within 2 working days	93.3%	94.0%	94.4%	Voluntary
To respond to a firm's letters	To provide a substantive response to LETTER correspondence received from firms or their advisers within 5 working days	97.8%	98.7%	99.4%	Voluntary
To respond to a consumer's email/web form/webchat	To provide a substantive response to EMAIL correspondence received by the Customer Contact Centre (consumers).	90.8%	97.2%	98.3%	Voluntary
To respond to a consumer's letters	To provide a substantive response to LETTER correspondence received by the Customer Contact Centre (consumers).	92.8%	97.8%	98.4%	Voluntary

Green ≤5%					
Amber >5% but ≤5.5%					
Red >5.5%					
Unanswered telephone calls (consumers)	The telephone call abandonment rate for calls made directly to the Customer Contact Centre (consumers).	5.5%	2.8%	3.4%	Voluntary
Unanswered telephone calls (firms)	The telephone call abandonment rate for calls made directly to the Customer Contact Centre (firms).	2.2%	1.9%	2.2%	Voluntary
Green ≥80%					
Amber <80% but ≥60%					
Red <60%					
Consumer satisfaction scores (telephony)	Customer satisfaction index for enquiries made to the Customer Contact Centre - Telephony (Consumers)	86.8%	90.0%	88.8%	Voluntary
Consumer satisfaction scores (correspondence)	Customer satisfaction index for enquiries made to the Customer Contact Centre - Correspondence (Consumers)	80.8%	79.6%	79.3%	Voluntary
Firm satisfaction scores (telephony)	Customer satisfaction index for enquiries made to the Customer Contact Centre - Telephony (Firms)	82.0%	89.3%	90.2%	Voluntary
Firm satisfaction scores (correspondence)	Customer satisfaction index for enquiries made to the Customer Contact Centre - Correspondence (Firms)	76.3%	80.0%	84.1%	Voluntary
Green <120 seconds					
Amber >120 seconds but <180 seconds					
Red >180 seconds					
Average speed of answer (secs) - Consumer Helpline	The telephone call average speed of answer rate (secs) for calls made directly to the helpline (consumers)	73	49	76	Voluntary

Average speed of answer (secs) - Firm Helpline	The telephone call average speed of answer rate (secs) for calls made directly to the helpline (firms)	49	58	67	Voluntary
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Information Access					
Green ≥90%					
Amber <90% but ≥85%					
Red <85%					
Title	Description	2023/24	2024/25	2025/26	Comments
Reply to 'right to know' requests made under Freedom Of Information act (FOIA) 2000	To reply to 'right to know' requests for information made under the FOIA 2000.	90.1%	94.1%	94.7%	Statutory
Reply to 'subject access' requests for information made under General Data Protection Regulation (GDPR) 2018	To reply to 'subject access' requests for information made under the Data Protection Act 1998 and UK GDPR.	98.4%	97.5%	97.2%	Statutory

Finance					
Title	Description	2023/24	2024/25	2025/26	Comments
Green ≥80%					
Amber <80% but ≥75%					
Red <75%					
Payment of suppliers from Invoice date	% of invoices paid within 30 days	86.6%	86.6%	84.9%	Statutory
Green <15%					

Amber 16% to 20%					
Red >20%					
Payment of suppliers from Invoice date	% of invoices paid between 31-60 days	8.8%	8.7%	10.5%	Statutory
Green <10%					
Amber 11% to 15%					
Red >15%					
Payment of suppliers from Invoice date	% of invoices paid between 60+ days	4.5%	4.7%	4.6%	Statutory
Green ≥80%					
Amber <80% but ≥70%					
Red <70%					
Payment of suppliers within supplier terms	% of invoices paid within supplier terms	86.1%	86.3%	84.6%	Statutory

MPs Letters					
Title	Description	2023/24	2024/25	2025/26	Comments
Green ≥80%					
Amber <80% but ≥60%					
Red <60%					
% of letters replied to within 15 days	To provide a substantive reply to letters from MPs – 15 days	56.8%	77.5%	90.8%	Voluntary
Green >98%					
Amber <98% but ≥90%					
Red <89%					
% of letters replied to within 20 days	To provide a substantive reply to letters from MPs – 20 days	72.3%	88.0%	98.8%	Voluntary

Information Systems					
Green ≥98.5%					
Amber <98.5% but ≥88.6%					
Red <88.6%					
Title	Description	2023/24	2024/25	2025/26	Comments
Availability of external facing FCA systems	<i>Availability of FCA external customer facing Information Systems</i>	100.0%	100.0%	100.0%	Voluntary
Availability of external facing FCA systems	<i>Availability of Financial Services Register</i>	100.0%	100.0%	100.0%	Voluntary
Availability of external facing FCA systems	<i>Availability of FCA website including fee calculator</i>	100.0%	100.0%	100.0%	Voluntary
Availability of external facing FCA systems	<i>Availability of RegData system</i>	100.0%	100.0%	99.9%	Voluntary

Fund Authorisations					
Green 100%					
Amber <100% but ≥90%					
Red <90%					
Title	Description	2023/24	2024/25	2025/26	Comments
% of applications processed within timeframes	100% within 6 months of a complete application or within 12 months of receipt of an incomplete application	100.0%	100.0%	100.0%	Voluntary
Consider notice of proposed alteration to a collective investment scheme	To consider notice of a proposed alteration to a collective investment scheme and, if appropriate, issue a warning notice.	100.0%	100.0%	100.0%	Voluntary
Green ≥90%					

Amber <90% but ≥75%					
Red <75%					
% of applications responded to within timeframes	100% within 2 months of receipt for Undertakings for Collective Investment in Transferable Securities (UCITS) and Non-UCITS Retail Schemes. 100.00% within 1 month for QIS.	100.0%	100.0%	100.0%	Voluntary

Complaints					
Green ≥95%					
Amber <95% but ≥85%					
Red <85%					
Title	Description	2023/24	2024/25	2025/26	Comments
Complaints response rates	Acknowledgement: acknowledge a complaint within 5 working days of receipt. Our voluntary target is that 95% of cases should receive a response within 5 working days of receipt.	97.6%	98.4%	97.5%	Voluntary
Complaints response rates	Completion (complaints dealt with by the local business area): complete an investigation and send a response to the complainant within 10 working days. Our voluntary target is that 95% of cases should receive a response within 10 working days of receipt. The response to the complainant should inform them of their right to ask for a Stage 1 investigation.	87.1%	96.7%	97.7%	Voluntary
Complaints response rates	Completion (complaints dealt with by the central complaints handling team): complete an investigation or provide a reasonable timescale to deal with the complaint within 20	96.6%	95.4%	96.6%	Voluntary

	working days (under paragraph 6.4 of the Complaints Scheme). Our voluntary target is that we should complete 95% of stage 1 cases or provide a reasonable timescale for completion, within 20 working days of receipt				
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Listing Transactions						
Green ≥95%						
Amber <95% but ≥90%						
Red <90%						
Title	Description	2023/24	2024/25	2025/26	Comments	
New issuers - first response within 10 days	To comment on the initial proof of a document submitted for pre-vetting by a new applicant or by an unlisted issuer that is undertaking a public offer and is preparing a prospectus for the first time.	97.4%	100.0%	100.0%	Voluntary	
Existing issuers - first response within 5 days	To comment on the initial proof of a document submitted for pre-vetting by a listed issuer, or by an unlisted issuer undertaking a public offer that has previously produced a prospectus	99.8%	100.0%	99.7%	Voluntary	
Subsequent Proofs - new issuers	To comment on subsequent proofs of a document submitted for pre-vetting by a new applicant or by an unlisted issuer that is undertaking a public offer and is preparing a prospectus for the first time within 5 clear business days from the day of receipt.NO	99.6%	98.8%	99.4%	Voluntary	
Subsequent Proofs - existing issuers	To comments within 3 working days from the day of receipt for comments on subsequent proofs of document submitted for pre-vetting by a listed issuer, or by an unlisted issuer, undertaking a public offer and that has previously produced a prospectus.	99.3%	99.1%	99.6%	Voluntary	

Individual requests for guidance - within 5 days	To provide a substantive reply to other queries received in writing or provide a request for further substantive information.	100.0%	100.0%	100.0%	Voluntary
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Food Standards Agency (FSA)

The FSA protects public health from risks arising from the consumption of food and protects the interests of consumers in relation to food.

This data in this report covers Q1 2026/27.

OPERATIONAL DELIVERY: We must directly deliver official controls in meat, dairy and wine businesses (including exporters)

Meat, Wine & Dairy Audit						
What does overall meat food business operator (FBO) compliance show?						
Measure	Country	2026/27 Target	Previous Period (Q4 25/26)	This Period (Q1 26/27)	Previous RAG	This RAG
No. Meat FBO audits completed	England & Wales	140 per quarter	147	136	Green	Green
	Northern Ireland	8 per quarter	3	8	Green	Green
% Meat FBO Audits completed by agreed time scales	England & Wales	90%	100%	97%	Green	Green
	Northern Ireland	100%	100%	100%	Green	Green
% Meat FBOs where urgent improvement is necessary	England & Wales	<1.50% per month	0.3%	0.3%	Green	Green
	Northern Ireland	<1.50% per month	0.0%	0.0%	Green	Green

Are we delivering our statutory obligations in wine premises?								
Measure	Ambition	Year to Date	Previous Period (Q4 25/26)		This Period (Q1 26/27)		Previous RAG	This RAG
Visits carried out in year (quarterly)	237	334	417		334		Green	Green
Are we delivering on our statutory obligations in dairy premises?								
Measure	Country	Ambition	Previous Period (Q4 25/26)		This Period (Q1 26/27)		Previous RAG	This RAG
% dairy visits completed within frequency	England & Wales	98.4%	100%		98%		Green	Amber
	Northern Ireland	100%	98%		97%		Green	Green
Measure	Country	Ambition	Previous Period (Q4 25/26)	Previous Failed	This Period (Q1 26/27)	This Failed	Previous RAG	This RAG
Raw cow's drinking milk sampling % of failed samples due to harmful bacteria	England & Wales	0.0%	4%	3/68	3%	3/84	Red	Green
	Northern Ireland	0.0%	0%	0/2	50%	1/2	Green	Red

OPERATIONAL CONTROLS: We must directly deliver official controls in meat, dairy and wine businesses (including exporters)

Official Controls					
Do we have the right resources to deliver? (England and Wales only)					
Measure	Target	Previous Period (Q4 25/26)	This Period (Q1 26/27)	Previous RAG	This RAG
Meat Hygiene Inspector (MHI) attrition (FSA)	<8%	1.6%	1.3%	Green	Green
MHI resourcing (employed meat hygiene inspector vs contract meat hygiene inspector from service delivery partner) %	50:50	44:56	43:57	Amber	Amber

Approvals of new meat FBOs								
Are approvals of new meat establishments delivered in line with legislative requirements?								
Measure	Country	2026/27 Target	Previous Period (Q4 25/26)	Previous Number	This Period (Q1 26/27)	This Number	Previous RAG	This RAG
% conditional approvals under 3 months	England	90%	86%	(21)	100%	17	Amber	Green
	Wales	90%	-	(0)	100%	0	N/A	Green
	Northern Ireland	100%	100%	(1)	0%	1	Green	Red
% full approvals under 6 months	England	100%	100%	(20)	100%	21	Green	Green
	Wales	100%	100%	(1)	100%	1	Green	Green
	Northern Ireland	100%	100%	(1)	50%	2	Green	Red

Incidents and response					
How many incidents ⁴ are taking place and what category do these fall into?					
Measure	Tolerance	Previous Period (Q4 25/26)	This Period (Q1 26/27)	Previous RAG	This RAG
New incidents on proactive resource for incidents and signal management	<450	552	443	Red	Green
Open incidents	<650	1,005	1,037	Red	Red
High priority incidents	N/A	46.1%	44.0%	N/A	N/A
Other medium priority incidents	N/A	-	40.0%	-	N/A
Other incident related activity	<350	-	484.0	-	Red
Allergy alerts issued	<21	21	14	Red	Green
Product Recall Information Notices issued	<16	18	19	Amber	Amber
Food alerts for action issued	<1	-	1.0	-	Green
Rapid alert system for food and feed notifications	<120	-	118.0	-	Green

⁴ Incidents: “when action is required to protect consumers when concerns around the safety or quality of food (and/or feed) are raised”

OPERATIONAL DELIVERY: We must deliver an efficient and effective response to food crime

National Food Crime Unit (NFCU)						
Are NFCU Operations successfully leading to outcomes?						
Measure	2026/27 target	Year to date	Previous Period (Q4 25/26)	This Period (Q1 26/27)	Previous RAG	This RAG
% closed NFCU operations that led to an outcome	70%	67%	69%	67%	Amber	Amber
% NFCU strategic intelligence requirements which improved rating	65%	0%	14%	0%	Amber	Red
No. disruptions overall	75/yr	24	19	24	Green	Green
No. outcomes overall	130/yr	38	35	38	Green	Green

What is the impact of NFCU operations?						
Measure	2026/27 target	Year to date	Previous Period (Q4 25/26)	This Period (Q1 26/27)	Previous RAG	This RAG
Volume of unfit food products removed from the food chain (kg)	N/A	29,069	71,000	29,069	N/A	N/A
% of business that changed prevention practices (target hardening) following food fraud resilience tool	N/A	42%	67%	42%	N/A	N/A

LOCAL AUTHORITY DELIVERY⁵: We must deliver our regulatory responsibilities as the national regulator to assure that feed, food and importing businesses are compliant

LA performance - Are required interventions at all risk establishments taking place?						
Measure	Rating	Benchmark (pre-COVID levels)	Previous period (Q1-Q2 2025/26)	This period (Q3-4 2025/26)	Previous RAG	This RAG
England⁶						
Food Hygiene: % due interventions achieved	A rated	98.9%	95.8%	98.2%	Amber	Amber
	B rated	96.3%	93.1%	98.0%	Amber	Green
	C rated	91.3%	79.0%	88.2%	Red	Amber
	D rated	83.5%	64.8%	72.8%	Red	Amber
	E rated	72.4%	39.4%	51.2%	Amber	Green
Wales						
Food Hygiene: % due interventions achieved	A rated	99.7%	94.7%	97.9%	Amber	Amber
	B rated	98.5%	96.2%	99.7%	Amber	Green
	C rated	93.2%	80.1%	90.8%	Red	Green
	D rated	80.5%	58.9%	62.1%	Red	Red
	E rated	82.2%	30.4%	29.6%	Red	Red
Food Standards: % due interventions achieved	A rated	90.8%	89.2%	97.2%	Green	Green
	B rated	60.3%	46.1%	49.3%	Green	Green
	C rated	60.3%	33.5%	33.6%	Green	Green
Northern Ireland						
Food Hygiene: % due interventions achieved	A rated	99.2%	100.0%	100.0%	Green	Green
	B rated	98.7%	96.9%	99.7%	Amber	Green

⁵ New local authority data submitted twice yearly October and April (dashboard quarters Q1 and Q3)

⁶ England and Northern Ireland Food Standards data is unavailable while new reports are being validated following supplier system updates and transitions.

	C rated	92.5%	83.4%	98.3%	Red	Green
	D rated	88.2%	69.5%	78.8%	Red	Amber
	E rated	77.1%	55.0%	65.2%	Green	Green

Are local authorities managing unrated businesses?						
Measure	Country	Benchmark (Pre-COVID levels)	Previous period (Q1-Q2 2025/26)	This period (Q3-4 2025/26)	Previous RAG	This RAG
Number of businesses unrated (Food Hygiene)	England	29,021	37,427	34,117	Red	Red
	Wales	1,388	1,856	1,803	Red	Red
	Northern Ireland	599	354	137	Green	Green
Number of businesses unrated (Food Standards)	England	68,448	-	-	N/A	N/A
	Wales	4,160	4,387	3,810	Red	Amber
	Northern Ireland	606	-	-	N/A	N/A

Do local authorities have enough resource in place to deliver the controls?					
Food Hygiene					
Measure	Country	Previous period (Q3-4 2024/25)	This period (Q1-2 2025/26)	Previous RAG	This RAG
Full time equivalent (FTE) allocated to deliver controls	England	1,371	1,408	Red	Red
	Wales	155	157	Green	Green
	Northern Ireland	64	63	Amber	Amber
FTE occupied to deliver controls	England	1,217	1,278	Red	Red
	Wales	143	149	Amber	Green

	Northern Ireland	59	59	Amber	Amber
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Do local authorities have enough resource in place to deliver the controls?					
Food Standards					
Measure	Country	Previous period (Q3-4 2024/25)	This period (Q1-2 2025/26)	Previous RAG	This RAG
FTE allocated to deliver controls	England	-	-	N/A	N/A
	Wales	62	67	Red	Red
	Northern Ireland	-	-	N/A	N/A
FTE occupied to deliver controls	England	-	-	N/A	N/A
	Wales	56	59	Red	Red
	Northern Ireland	-	-	N/A	N/A

Is action by Local Authorities improving compliance?						
Local Authority activity						
Measure	Food Hygiene/Food Safety	Benchmark (Pre-COVID levels)	Previous period (Q3-4 2024/25)	This period (Q1-2 2025/26)	Previous RAG	This RAG
Establishments subject to enforcement activities	Food Hygiene	2,392	2,957	3,342	N/A	N/A
	Food Safety ⁷	229	25	12	N/A	N/A
Establishments subject to written warning	Food Hygiene	75,641	84,118	101,704	N/A	N/A
	Food Safety ⁵	12,548	1,632	2,069	N/A	N/A

⁷ Food safety enforcement and written warning data is Wales only

Business Compliance					
Measure	Benchmark (Pre-COVID levels)	Previous period (Q3-4 2024/25)	This period (Q1-2 2025/26)	Previous RAG	This RAG
% Food Hygiene Rating Scheme ratings 3+	95.8%	96.9%	96.9%	Green	Green
% Food Hygiene Rating Scheme ratings 5+	72.0%	77.5%	77.8%	Green	Green

Are local authorities performing and are issues being rectified?							
	Level 1	Level 2	Level 3	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG
LA's in escalation – England	7	4	1	11	12	N/A	N/A
LA's in escalation – Wales	0	0	0	0	0	N/A	N/A
LA's in escalation – Northern Ireland	0	0	0	0	0	N/A	N/A

MARKET AUTHORISATIONS OF REGULATED PRODUCTS: We must maintain an effective and efficient risk analysis process, supporting decision makers across all UK countries

What is the total caseload in the system?					
Measure	Tolerance	Previous period (Q4 2025/26)	This period (Q1 2026/27)	Previous RAG	This RAG
Total applications in the service	<560	404	390	Amber	Green
Applications paused under active caseload management	TBC	51	43	N/A	N/A
<i>Of which, active prioritised applications are progressing:</i>					
Applications in validation	<25	11	9	Green	Green
Applications in risk assessment	<50	42	30	Green	Green
Safety assessments concluded	25	5	0	N/A	N/A
Applications in risk management	<45	29	31	Amber	Amber
Applications in authorisation	<20	3	3	Amber	Amber

What is the caseload entering and exiting the system?							
Measure	Yearly ambition	Yearly projection	Year to date	Previous period (Q4 2025/26)	This period (Q1 2026/27)	Previous RAG	This RAG
New contacts received	<120/yr	120	11	17	11	Green	Green
Applications completed (authorised or rejected)	50/yr	TBC	1	7	1	Amber	Amber
Applications completed (invalidated or withdrawn)	N/A	N/A	20	21	20	Green	Green

SCIENCE, EVIDENCE AND RESEARCH: We must ensure risk analysis decisions and priority ‘core and change’ work are informed by timely and robust science and evidence

Does our science have an impact?					
Measure	12-month average	Previous period (Q4 2025/26)	This period (Q1 2026/27)	Previous RAG	This RAG
Number of reports published	12	22	12	Green	Green
Total mentions – Scientific outputs published by the FSA	34	88	7	Green	Green
Total mentions – FSA funded research outputs	280	236	322	Green	Green

Do we provide evidence to support FSA functions?					
Measure	Target	Previous period (Q4 2025/26)	This period (Q1 2026/27)	Previous RAG	This RAG
Evidence component completed	N/A	11	0	N/A	-

TRADE AND INTERNATIONAL: We must assess and make recommendations on market access requests and provide technical input to other government departments on “Sanitary and Phytosanitary” and “Technical Barriers to Trade” issues in trade agreements

Imported food					
Do we support consumer access to safe imported food?					
Measure	12-month average	Previous period (Q4 2025/26)	This period (Q1 2026/27)	Previous RAG	This RAG
Number of border notifications (total)	262	345	255	Amber	Green
Number of border notifications (validated)	218	297	198	Amber	Green

Number of intensified official controls	1	0	1	Green	Green
Number of imposed checks	0	1	0	Green	Green
Measure	Yearly tolerance	Previous period (Q4 2025/26)	This period (Q1 2026/27)	Previous RAG	This RAG
Number of import market access audits	6/yr	0	2	Green	Green
Number of equivalence assessments ongoing	1/yr	1	0	Green	Green
Measure	Progress			Previous RAG	This RAG
High Risk Foods Not of Animal Origin review 6	Review 6 is complete			Green	Green
High Risk Foods Not of Animal Origin review 7	Review 7 cycle will commence in Q2			N/A	-
High Risk Foods Not of Animal Origin review 8				N/A	-

Are we meeting our international obligations?							
Measure	Benchmark	Previous period (Q4 2025/26)		This period (Q1 2026/27)	Previous RAG		This RAG
Export market access requests from DEFRA facilitated by FSA	N/A	1		1	Green		Green
Section 42 advices undergoing request, drafting, or publication	N/A	0		0	Green		Green
Measure	Benchmark	Previous period (Q4 2025/26)	Previous Count	This period (Q1 2026/27)	This Count	Previous RAG	This RAG
% notification to World Trade Organisations within deadlines	100%	0%	0	100%	0	Green	Green

REPUTATION AND COMMUNICATIONS: We will provide the people, resources and processes needed to deliver the FSA's corporate objectives and priorities

Public trust, correspondence and complaints					
What is the FSA's reputation with the public?					
Measure	PS Average	Previous period (Q4 2025/26)	This period (Q1 2026/27)	Previous RAG	This RAG
Trust in the FSA – Food + You 2 findings	74%	78%	79%	Green	Green

Are we managing complaints and responding to correspondence within deadlines?					
Measure	2026/27 target	Previous period (Q4 2025/26)	This period (Q1 2026/27)	Previous RAG	This RAG
Number of complaints received	N/A	11	51	N/A	N/A
Complaints responded to within deadline	100%	100%	100%	Green	Green
Freedom of information requests responded to within deadline	95%	100%	100%	Green	Green

Media coverage, social media and stakeholder engagement					
Are the public engaging with the FSA online and FSA newsletters					
Measure	12-month average	Previous period (Q4 2025/26)	This period (Q1 2026/27)	Previous RAG	This RAG
Consumer engagement social media	2.7%	2.1%	2.6%	Green	Green
Business engagement social media	7.0%	6.0%	11.0%	Green	Green
Website visitors	679k	2.3m	1.1m	Green	Amber
% figure for Bulletins Open Rate	30.0%	28.4%	37.0%	Green	Green

% figure for Bulletins Click Through Rate	9.0%	8.2%	9.7%	Green	Green
Bulletins engagement rate	40.9%	53.8%	42.1%	Green	Green

Are we featuring in the news?					
Measure	12-month average	Previous period (Q4 2025/26)	This period (Q1 2026/27)	Previous RAG	This RAG
Total pieces of coverage	6,393	6,720	2,400	Green	Amber
Total opportunities to see (reach)	654m	2.3bn	3.5bn	Green	Green

Health & Safety Executive (HSE)

The HSE regulates workplace health and safety and prevents work-related death, injury and ill health.

This data in this report covers the Q1 period from 1 April 2026.

RAG ratings	Definition
Green	On track, the KPI is at or exceeding expected performance
Amber	Off track, but between 90% and 100% of expected performance
Red	Off track, below 90% of expected performance

Reduce work-related ill health, with a specific focus on mental health and stress			
Key Performance Indicator	Target	Q1 2026/27	Rating
Deliver 14,000 proactive inspections	14,000 inspections in-year, including proactive inspections ⁸	Delivered 3,655 inspections vs. 3,619 profiled (101%)	Green
Deliver targeted reforms to the Control of Asbestos Regulations	By the end of 2026/27	On track	Green
Percentage of respondents to duty holder survey saying the inspector provided practical advice that will improve health and safety at their workplace	80% or greater	90%	Green
Percentage of respondents to duty holder survey saying the inspection was conducted in an efficient and effective	80% or greater	99%	Green

⁸ In addition to proactive sector inspections we also undertake a planned programme of onshore and offshore major hazard inspections within Chemicals, Explosives and Microbiological Hazards Division (CEMHD) and Energy Division (ED).

manner and the amount of time taken was appropriate			
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Increase and maintain trust to ensure people feel safe where they live, where they work, and in their environment			
Key Performance Indicator	Target	Q1 2026/27	Rating
Deliver planned permissions for pesticides ⁹	840	Delivered 188 permissions vs. 155 profiled (121%)	Green
Deliver planned permissions for biocides	190	Delivered 67 permissions vs. 83 profiled (81%)	Red
Deliver authorisation opinions under UK REACH	7	Delivered 2 opinions vs. 2 profiled (100%)	Green
Deliver a programme of domestic gas safety engineer competence checks through our commercial partner	45,000	Delivered 10,616 competence checks vs. 10,198 profiled (104%)	Green

Enable industry to innovate safely to prevent major incidents, supporting the move towards net zero			
Key Performance Indicator	Target	Q1 2026/27	Rating
Provide health and safety expertise to the Department for Energy Security and Net Zero (DESNZ) Hydrogen Delivery programme concluding the assessment of hydrogen blending evidence	By the end of Q3	On track	Green
Complete experimental investigation of CO2 release impingement onto steel components under load for CCUS operations	By year end	On track	Green
In our role as a statutory consultee, contribute to the justification of practice assessment for fusion technologies	By year end	On track	Green
Achieve our Greening Government Commitments against agreed baseline	By year end	On track	Green

⁹ Planned permissions refers to the overall mix of applications that are either due and received in year or we are dealing with that year that we know we have to process

Maintain Great Britain's record as one of the safest countries to work in			
Key Performance Indicator	Target	Q1 2026/27	Rating
Control of Major Accident Hazards (COMAH) and Offshore and Gas Safety Permissioning safety report assessments completed within agreed timescales	75%	Delivered 46 assessments on time vs. 54 due (85%)	Green
Land use planning applications processed via Web App within 21 days	95%	100%	Green
Complete fatal investigations within 12 months of primacy	80%	Completed 24 investigations on time vs. 27 due (89%)	Green
Complete of non-fatal investigations within 12 months of incident date	90%	Completed 1,189 investigations on time vs. 1,271 due (94%)	Green

Ensure HSE is a great place to work, and we attract and retain exceptional people			
Key Performance Indicator	Target	Q1 2026/27	Rating
Average time taken to recruit new colleagues	15 weeks or fewer	14.6 weeks	Green
Percentage of successful recruitment campaigns	80% or greater	83%	Green
Ensure average working days lost does not exceed 6.5 days per FTE	6.5 days or less lost (per FTE)	6.9 days	Amber

Enabling activities and customer services			
Key Performance Indicator	Target	Q1 2026/27	Rating
Engage 25,000 delegates through training and events	25,000	Engaged 6,119 delegates vs. 6,207 profiled (99%)	Amber
Usefulness rating of our information and guidance on hse.gov.uk	70%	80%	Green
Percentage of Freedom of Information requests responded to within deadlines	90% or greater	Responded to 362 requests within deadline vs. 622 due (58%)	Red

Percentage of calls answered in the contact centre	95%	Answered 7,577 calls vs. 7,971 received (95%)	Green
Percentage of Tier 1 complaints responded to within 15 working days of receipt	80%	Responded to 35 complaints within deadline vs. 48 received (73%)	Amber

Information Commissioner's Office (ICO)

The ICO upholds information rights in the public interest, overseeing the UK General Data Protection Regulation (GDPR), Data Protection Act, Freedom of Information Act, Environmental Information Regulations, and Privacy and Electronic Communications Regulations, amongst other pieces of legislation.

The data in this report covers Q4 2025/26.

Enduring performance measures			
Drawing on our principal objective as updated in the Data (Use and Access) Act and our obligations with respect to data subjects and controllers, the table below presents a number of enduring performance measures, which overall demonstrate positive progress.			
Measure	2023/24	2024/25	2025/26
Data subjects'...			
Awareness of all rights	14%	16%	16%
Awareness of the ICO and confidence in what we do	22%	26%	29%
Data controllers'...			
Awareness of the ICO	59%	63%	62%
Agreement the ICO is clear about what the law requires	72%	74%	77%
Agreement the work of the ICO reduces compliance costs	31%	34%	38%

Key to RAG ratings*	(*except for measures targeting less than 1%)
Green = at, or above target	Green = at, or less than, 1%
Amber = within 10% of target	Amber = between 1-2%
Red = more than 10% away from target	Red = Greater than 2%

Complaints			
We receive, assess and respond to complaints from the public about how their personal data is processed by controllers. We also receive service complaints about our handling of this casework.			
Measure	Last year Q4 24/25	Previous Q3 25/26	Latest Q4 25/26
We will assess and respond to 80% of data protection complaints within 90 days.	19.5%	30.6%	23.2%
We will assess and respond to 90% of data protection complaints within 6 months.	97.6%	52.0%	67.6%
Less than 1% of our data protection complaints caseload will be over 12 months old.	0.1%	0.1%	0.2%
The Parliamentary and Health Service Ombudsman does not uphold a complaint about us in 100% of cases.	100%	100%	100%
We will investigate and respond to 90% of service complaints within 30 calendar days (<i>combined measure of service complaints across all teams</i>).	85.5%	95.1%	91.2%

Enquiries			
We receive enquiries from the public and from businesses about the processing of personal data, in writing, over the phone and via live chat.			
Measure	Last year Q4 24/25	Previous Q3 25/26	Latest Q4 25/26
We will resolve 80% of written enquiries within 7 calendar days (combined measure of Public and Business Advice enquiries).	88.1%	88.0%	86.3%
We will resolve 99% of written enquiries within 30 calendar days (Combined measure of Public and Business Advice enquiries).	98.9%	98.3%	97.8%
We will answer 80% of calls within 60 seconds (Combined public advice and business services calls).	86%	84%	85%
We will answer 80% of live chats within 60 seconds (Combined public advice and business services live chats).	92%	92%	92%

Assurance			
We receive notifications of breaches of personal information. By working with organisations to comply with the law and providing appropriate support when breaches occur, we can help to ensure that organisations get it right in future.			
Measure	Last year Q4 24/25	Previous Q3 25/26	Latest Q4 25/26
90% of our audit recommendations are accepted in full or in part.	98%	98%	98%
80% of accepted recommendations, in full or in part, are completed or being actioned .	96%	99%	100%

Personal data breach services			
We receive notifications of breaches of personal information. By working with organisations to comply with the law and providing appropriate support when breaches occur, we can help to ensure that organisations get it right in future.			
Measure	Last year Q4 24/25	Previous Q3 25/26	Latest Q4 25/26
We will refer or close 80% of personal data breach reports within 30 days.	75.4%	45.9%	58.8%
Less than 1% of personal data breach reports will be over 12 months old.	25.3%	1.8%	0.6%

Freedom Of Information (FOI)			
We review complaints about the handling of FOI and Environmental Information Regulations (EIR) requests by public bodies and make statutory decisions. These decisions can be appealed to a Tribunal.			
Measure	Last year Q4 24/25	Previous Q3 25/26	Latest Q4 25/26
We will reach a decision and respond to 90% of FOI concerns within six months.	93.2%	79.0%	81.5%

Less than 1% of our FOI caseload will be over 12 months old.	0.3%	0.1%	0.1%
66% of FOI tribunal hearings in our favour.	80%	77%	75%

Information Access			
We are subject to the laws we regulate and respond to requests for information held by the ICO.			
Measure	Last year Q4 24/25	Previous Q3 25/26	Latest Q4 25/26
We will respond to 100% of Information Access Requests within statutory deadlines.	98.7%	97.8%	96.8%

Corporate health			
We are developing additional 'corporate health' measures to give additional context to our performance as an organisation and our use of resources.			
Measure	Last year Q4 24/25	Previous Q3 25/26	Latest Q4 25/26
Forecast financial year-end outturn is within +/-3% of income.	1.4%	2.8%	4.9%

Medicines and Healthcare products Regulatory Agency (MHRA)

MHRA publishes updated KPIs on its own performance reporting website, sometimes faster than they are updated on the Regulation Dashboard, so please check the [MHRA website](#) for the latest information. This data covers KPI performance in July 2026 and year to date performance.

Clinical Trial Authorisation (CTA) and Clinical Investigation Applications		
Key Performance Indicator (KPI)	KPI Performance July 2026	KPI Performance 2026/27 YTD
1. We will assess 95% of all initial Clinical Trial Authorisation (CTA) and Clinical Investigation applications within their category's statutory timeline.	97%	97%

Clinical Trials			
Regulatory Service	Target (Days)	Last month median (days)	Notes
Initials	30	28	The MHRA contribute performance data to the UK Clinical Research Delivery Performance Indicators Report . New clinical trials regulations have now been signed into law. The new regulations will take full effect from 28 April 2026, following the 12-month implementation period.

Clinical Investigations		
Regulatory Service	Target (Days)	Last month median (days)
Initials	60	57
Amendments	21	6

Vaccine batches and blood product batches		
Key Performance Indicator (KPI)	KPI Performance July 2026	KPI Performance 2026/27 YTD
2. We will certify 95% of vaccine batches within 43 days and 95% of blood product batches within 15 days of submission.	100%	100%

Regulatory Service	Target (Days)	Last month median (Days)	Notes
Batch Certification	-	-	The timescale for batch certification starts once the MHRA has receipt of all components required for the testing, not receipt of the first component.
Vaccines	43	5	
Blood products	15	5	

Medicines licence applications via the national route		
Key Performance Indicator (KPI)	KPI Performance July 2026	KPI Performance 2026/27 YTD
3. We will determine 95% of medicines licence applications within 210 days via the national route.	98%	100%

Regulatory Service	Target (Days)	Last month median (Days)	Notes
Licensing applications: National (Established)	210	180	Find out more about our work to embed improvements in processing medicines licensing applications in standard working practice.
Licensing applications: National (new active substance; NAS)	210	185	

Medicine License Applications through the International Recognition Procedure		
Key Performance Indicator (KPI)	KPI Performance July 2026	KPI Performance 2026/27 YTD
4. We will determine 95% of medicines licence applications within 60 days via recognition Route A and within 110 days via Route B through the International Recognition Procedure (IRP).	98%	99%

Regulatory Service	Target (Days)	Last month median (Days)
Licensing applications: International Recognition Procedure (IRP)		
Route A	60	56
Route B	110	105

National Variations		
Key Performance Indicator (KPI)	KPI Performance July 2026	KPI Performance 2026/27 YTD
5. We will determine 95% of all national variations within their category's statutory timeline.	97%	98%

Regulatory Service	Target (Days)	Last month average (Days)
National Variations		
Type 1b	30	14
Type 2	90	61
Safety Variations		
Type 1b	30	15
Type 2	90	59

Manufacturing and Distribution Authorisations		
Key Performance Indicator (KPI)	KPI Performance July 2026	KPI Performance 2026/27 YTD
6. We will grant, vary or refuse 95% of manufacturing and distribution authorisations within their category's statutory timeline.	98%	98%

Regulatory Service	Target (Days)	Last month mean (days)	Notes
Wholesale Dealer Licenses			Target timescales vary dependant on whether an inspection is required or not.
New Application	90	54	
Variation Inspection	90	32	
Variation: No Inspection	30	13	
Manufacturing Licenses			Target timescales vary dependant on whether an inspection is required or not.
New application	90	24	
Variation Inspection	90	55	
Variation: No Inspection	30	11	

Reports of Adverse Incidents		
Key Performance Indicator (KPI)	KPI Performance July 2026	KPI Performance 2026/27 YTD
7. We will process 90% of all UK initial spontaneous Reports of Adverse Incidents related to healthcare products within 24 hours.	96%	96%

Scientific Advice		
Key Performance Indicator (KPI)	KPI Performance July 2026	KPI Performance 2026/27 YTD
8. (a) We will offer a meeting date for 90% of scientific advice requests within 10 working days of submission.* *In line with MHRA scientific advice guidance, the 10 working day period starts when MHRA has received a complete list of questions.	92%	97%
(b) We will deliver the formal written advice for 90% of requests within 30 working days of the meeting date or, if no meeting is required or requested, within 30 working days of receiving company documentation.	100%	99%
(a) Meeting Date Offered Regulatory Service	Target (Days)	Last month median (Working Days)
Averages over all regulatory services	10	4
Clinical Trials	10	2

New Active Substance	10	2
Established Medicines	10	6
Biologicals	10	7
PIQs (Patient Intelligence & Quality Systems)	10	6
(b) Written advice delivered Regulatory Service	Target (Days)	Last month median (Working Days)
Averages over all regulatory services	30	21
Clinical Trials	30	24
New Active Substance	30	15
Established Medicines	30	18
Biologicals	30	23
PIQs	30	N/A

National Institute for Health and Care Excellence (NICE)

NICE provides national guidance and advice to improve health and social care.

The latest integrated performance report provides assurance on delivery of the 2026 to 2027 corporate business plan. This shows that:

- 60% (6 of 10) of Key Performance Indicators (KPIs) are rated **green**
- 83% (10 of 12) of corporate business plan projects are rated **green** for progress to date. Half are rated green for future risk to delivery; Half are rated **amber**

Summary of key performance indicators:

Better guidance

No post-publication corrections to guidelines between April and July

Faster Access

- Guidelines and HealthTech on track to meet timeliness targets
- Medicines: on track to meet targets for proportion of guidance published within target timeframe
- Medicines: median time from marketing authorisation to final publication not expected to meet target

Stronger NICE

- 1 confidentiality breach reported in July
- Financial KPI rated amber due year-to-date overspend but forecast to achieve breakeven position

For comprehensive information about NICE's performance, please refer to NICE's latest [Integrated Performance Report](#).

This data covers April to July 2026.

RAG Status	Definition
Red	Significant risk / issues to highlight
Amber	Moderate risk / issues to highlight
Green	On track

Better guidance					
Grouping	Indicator	Target (26/27)	April to July 2026	25/26 baseline	RAG status
Publications	Number of CfG outputs requiring post publication correction	3 or fewer	0	3	Green

Faster Access						
Grouping	Indicator	Target (26/27)	April to July 2026	25/26 baseline	RAG	Commentary
Medicines	Proportion of final guidance started since April 2025 published within 240 working days	60% ¹⁰	85%	29% ¹¹	Green	Between 1/4/26 and 31/7/26, NICE published final guidance on 13 topics where the ITP was issued after 1 April 2025.

¹⁰ 60% target applies to topics with an ITP issued since 1st April 2025.

¹¹ 25/26 performance (29%) reflects the proportion of medicines evaluation final guidance published in 25/26 that was published within 240 working days of the ITP being issued.

	of Invitation to Participate (ITP) Note: this indicator only includes topics where final guidance has been published.					11 of these were published within the 240 working days of the ITP being issued. We remain on track to meet the 60% target for 2026 to 2027.
	Mean time (calendar days) between marketing authorisation and NICE recommendation	367	339	367	Green	Improving trend and on track to meet full year target.

	Median time (calendar days) between marketing authorisation and NICE recommendation	232	335	232	Red	Not expected to meet target. Of the 25 medicines topics published between April and July 2026 (excluding terminations and reviews), 16 missed the target timeline. Contributory factors included temporary pauses during implementation of threshold changes, divergent schedules agreed at company request, a late horizon scanning notification, and the need for commercial discussions on one topic.
	Number of medicines evaluation publications (excluding terminations and reviews)	N/A	25	55	N/A	
HealthTech	Median number of working days taken for	212	159	225	Green	Improving trend and on track to meet full year target.

	HealthTech guidance production, from guidance initiation through to guidance publication					
Guidelines	Proportion of small guideline updates published within 154 working days of development starting ¹²	70%	69%	N/A	Amber	92% of small guideline updates projected to meet KPI target by year end. Four small guidelines updates published in June exceeded target development days. This was due to a number of different factors including committee recruitment and poor response at stakeholder consultation. All issues now resolved.
	Proportion of medium guideline topics published within 286 working days of development starting ³	60%	N/A	N/A	N/A	2 medium guidelines currently in development both predicted to meet target (planned publication early 2027-28)

¹² Indicator only includes guidelines topics that started development after 1st April 2025.

	Proportion of new guidelines or large guideline updates published within 396 working days of development starting ³	50%	0%	N/A	Amber	75% of large guideline updates currently in development scheduled to meet KPI target by year end. Osteoporosis guideline published in June exceeded target development days due to work aligning the guideline and Multiple Technology Appraisal processes as part of Whole Lifecycle Assessment pilot.
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Stronger NICE						
Grouping	Indicator	Target (26/27)	Forecast (as of 31 July 2026)	25/26 baseline	RAG	Commentary
Finance	Full-year financial deficit / surplus	Surplus < £1m, no deficit	Breakeven	£0.32m surplus	Amber	KPI rated amber because of the year-to-date deficit (£1.1m). Focus on recovery of the income position and cost management controls will be required to achieve a breakeven forecast outturn.
Grouping	Indicator	Target (26/27)	April to July 2026	25/26 baseline	RAG	Commentary

Confidentiality breaches and cyber	Confidentiality breaches (HealthTech)	2 or fewer	0	1	Green	No commercial or academic confidentiality breaches between 1/4/26 and 31/7/26.
	Confidentiality breaches (Medicines)	8 or fewer	1	8	Green	1 commercial or academic confidentiality breach between 1/4/26 and 31/7/26.
	Cyber Resilience and preparedness score (incorporating cyber posture, business continuity & disaster recovery and sentiment measures)	Green	-	-	-	Reported at Audit, Risk and Assurance Committee

Natural England

Natural England conserves, manages and enhances England's natural environment for the benefit of present and future generations, thereby contributing to sustainable development.

This annual data in this report covers the 2024/25 period. For the most direct measures of Natural England's regulatory performance in the dashboard see key performance indicator F.

Key Performance Indicator A	RAG Status
We restore and enhance the health of our ecosystems and the natural beauty of our landscapes by increasing the area and improving the character, quality, resilience and connectivity of wildlife-rich places.	
1. Area of Protected Land and Sea	
The area of land and sea that is protected will increase by 900 hectares (ha).	Green
An additional 2,560 ha of previously unprotected land was conserved in 2024-25. This was achieved through the continued declaration of partnership National Nature Reserves as part of the King's Series.	
2. Actions Underway on Site of Special Scientific Interest Features	
21% of special scientific interest (SSSI) features will have actions underway and on track to achieve favourable condition.	Green
At the end of March 2025, 23.1% of SSSI features had actions underway and on track, an increase of 6.8% since last year. We have used a variety of tools to achieve these gains including funding and incentives, advocacy and partnership, and regulatory processes.	
3. Marine Protected Area Features in Favourable Condition	
Complete 80 Marine Protected Area condition assessments.	Green

We completed and published 106 condition assessments this year. A significant programme of condition assessments is still required by the 2027 interim Environmental Improvement Plan target date. This will build on the 21% of the 1,044 designated features that have been assessed since April 2017.	
4. New or expiring Countryside Stewardship Higher-Tier agreements	
Triage and manage input to 800 new and expiring agreements for Countryside Stewardship Higher Tier. Not applicable - rescheduled	N/A
Defra could not launch the Countryside Stewardship Higher Tier scheme in the timescale initially planned. This meant that it was not possible to achieve this target. Pre-application advice visits started in early 2025.	
5. Carbon Secured through Nature for Climate Peatland Grant Scheme	
3.2 mega tonnes of carbon secured through 27,000 ha of peat restoration under Nature for Climate Peatland Grant Scheme (NCPGS).	Green
We have met our annual target on carbon secured, with restoration equating to an estimated carbon abatement of 3.2 mega tonnes CO ₂ e* by 2050. 23,400 hectares of land have been brought under restoration which, although a smaller area than planned, included more heavily degraded and lowland peatland than anticipated.	
*CO ₂ e is Carbon Dioxide Equivalent. Greenhouse gases other than carbon dioxide can be converted to an equivalent amount of CO ₂ , based on their relative contribution to global warming.	
6. Carbon secured through woodland creation	
Provide timely advice on embedding 'right tree right place' on 10,000 ha to increase carbon secured through woodland creation and support biodiversity targets	Amber-Green
9,450 ha of advice has been delivered towards a target of 10,000 ha. Changes to processes to use Forestry Commission ecologist resource resulted in lower delivery figures by us, but without risk to overall outcomes.	
7. Protected Landscapes Targets and Outcomes Framework	
Lead the apportionment of targets and complete the collation and distribution of data to inform the Protected Landscapes Targets and Outcomes Framework.	Green

Working closely with Defra and partners, we have led the apportionment of targets and collated and distributed data to inform the Protected Landscapes Targets and Outcomes Framework. The Framework embeds key Government Environmental Improvement Plan Targets into Protected Landscape Management Plans and delivery in those places.	
8. Reporting landscape and waterscape changes	
Update the published interim (baseline 2015-19) reporting on EIP Outcome Indicator Framework G1: 'Changes to landscape and waterscape character'.	Amber-Green
We have completed analysis and reporting of the G1b indicator component (monitoring of the impacts of Agri-Environment Schemes on landscape character and quality across England's National Character Areas).	

Key Performance Indicator B	RAG Status
We increase the abundance of species that are indicative of the wider health of the natural environment and reduce the number under threat of extinction.	
9. Species Recovery and Reintroductions	
400 rare and threatened species benefiting from Natural England's species & nature recovery projects (including conservation translocations).	Amber-Green
385 species have benefitted from projects delivered with partners and funded through our Species Recovery Programme (SRP). Our SRP Capital Grants Scheme has almost reached completion, improving on last year's delivery. Our new reporting framework has provided the first quantifiable results for SRP, and our external evaluation contract will report on the impact and value for money the programme has achieved.	
10. Licences Benefiting Species Conservation	

Increase the proportion (percentage) of licences issued that benefit species conservation by 5 % (from the current 55% to 60% by March 2024).	Green
The proportion of licences issued that benefit species conservation increased by 8.7% to 62.7%. Key successes include Bat Earned Recognition moving to business-as-usual; implementation of automation robots to speed up processing and route more complex cases for further checks; and the launch of a licensing regime for beaver reintroduction.	
11. Creation or restoration of habitat outside of protected sites	
Support the creation or restoration of 3,200 ha of a range of wildlife-rich habitat outside of protected sites via our advice and funding, ultimately contributing to species abundance	Green
We supported the creation and restoration of 3,683 ha of wildlife-rich habitat outside of protected sites. This area has been achieved using delivery mechanisms such as the Nature for Climate Programme.	

Key Performance Indicator C	RAG Status
We increase the number and representation of people engaged with nature and nature recovery in a way that supports socio-economic and health benefits for local communities.	
12. People's Access to Green and Blue Space	
Maintain the proportion of people with access to green and blue space within 15 minutes from home to present level of 62%.	Green
Just over 62% of people continue to have access to green and blue space within 15 minutes from home. We are the main delivery partner for the 15-minute commitment and provide advice and evidence on the quantity and quality of green infrastructure to inform the commitment. Stakeholders have praised our Green Infrastructure Framework for its clear principles, reliable data, and policy support.	
13. Embedding Green Infrastructure Framework	
20 new Local Authorities to have embedded the Green Infrastructure Framework in their policies.	Green

We are working with 20 new local authorities to embed Green Infrastructure (GI) in policies or strategies. Working with local authorities to embed GI has been shown to deliver multiple benefits, including economic growth, nature recovery, improvements to health and wellbeing and community cohesion.	
14. People Visiting a Green and Natural Space	
Maintain an upward trend on a 3-year rolling average the proportion of adults in England using a green and natural space in the last 14 days at 64% (as measured against the People and Nature Survey).	Green
During the last year, 66% of the population of England reported visiting nature in the previous 14 days. However, more work needs to be done to evenly distribute visits across the population, as currently disadvantaged groups are less likely to visit nature.	
15. Natural England Projects Connecting People with Nature	
All nature recovery projects are designed, delivered and monitored to ensure delivery of strategic partnerships and embed the recording of the number and representation of people connecting with nature as part of the project.	Green
11 out of 12 projects have developed their stakeholder partnerships in a strategic way, with the other project being delivered by partner organisations. The data we have provides insight into the diversity of partners engaged in nature recovery, and includes local/national conservation organisations, landowners and managers, forestry interests, local and devolved government, the health sector, and smaller grassroots community groups.	

Key Performance Indicator D	RAG Status
We work with a wider range of local partners and diverse communities to create wildlife-rich, accessible, characterful places for people to live and work underpinning economic sustainability.	
16. Local Nature Recovery Strategies	
Ensure preparation of 48 high quality Local Nature Recovery Strategies.	Red

3 Local Nature Recovery Strategies (West of England, North Northamptonshire, Cornwall) have been prepared and published at the end of the 2024-25 reporting year. Responsible Authorities (RAs) have faced challenges including resource issues which have slowed progress. We are confident that effective working with the Environment Agency and the Forestry Commission is helping to ensure that high quality LNRs are being prepared.	
17. Delivering nature recovery in places	
Develop and deliver a pipeline of collaborative landscape scale delivery of at least 100 projects driven through landscape recovery, nature recovery projects and through our priority places.	Amber-Green
Nature Recovery Projects across England have delivered 63 sub-projects including declaration of 3 national nature reserves, expanding the area of land protected for nature, and improving access to nature. As of 31 March 2025, landscape recovery had 21 Round 1 projects in the latter stages of their development phases, with several entering the assurance process. One R1 project had commenced implementation. 34 Round 2 projects continue in the project development phase. Of these, we estimate 25 will be offered implementation agreements, with the first of these beginning later in 2026.	
18. Investment in Nature Recovery Network projects	
Develop and test mechanisms to support the increase/flow of investment and funding into Nature Recovery projects.	Amber-Green
In an evolving green finance landscape considerable progress has been made. We have a lead role in the implementation of two nature markets: Biodiversity Net Gain and Nutrient Neutrality. We have also supported Round 1 Landscape Recovery projects to develop their blended finance plans. And we have supported implementation and evaluation of a Defra-led public-private partnership pilot: Projects for Nature, securing over £700,000 and three founding business partners. Ministers have approved the continuation of the initiative, and we are working with Defra to focus on delivery priorities.	
19. Nutrient mitigation	
Implement the Nutrient Mitigation Scheme to include generating at least 6,500 nutrient credits to enable new homes to be built.	Green

In the 2024-25 financial year, 1,625 nitrogen credits and 80 phosphorus credits were generated through land management agreements with Bawdswell and Foxley Wood in the Norfolk catchment. In previous years, 2,951 nitrogen credits generated with Lyscombe Farm in the Poole catchment and 3,451 nitrogen credits generated with Galley Law and Ormsby Hall in the Tees catchment. In total, 8,107 credits have been generated.	
20. Diffuse Water Pollution	
Complete 6 Diffuse Water Pollution Plans	Amber-Green
We have worked with the Environment Agency to identify and agree actions for 4 Diffuse Water Pollution Plans (DWPPs) and 2 individual site reports (led by Natural England), and 13 DWPPs (led by the Environment Agency). This is the biggest single sign-off of DWPPs since 2015 and demonstrates significant progress in this work area. These strategic plans outline the evidence and actions that will support restoration of water quality and nature recovery on protected sites.	

Key Performance Indicator E	RAG Status
We are an evidence-led organisation, using evidence to inform our advice and leadership to drive positive changes in the natural environment	
21. Surveying site of special scientific interest (SSSI) features	
40% of SSSI features have an up-to-date condition assessment with at least 650 new assessments completed.	Amber-Red
Feature assessments on SSSIs are used to help understand the condition of biological and geological features. A feature in good condition will contribute to nature's recovery. 31.6% of features now have an up-to-date condition assessment and 524 new assessments have been completed this year, including some large and complex sites. Data has been collected for a further 255 features, and these will be prioritised for completion in the coming year.	
22. Surveying Monads for the Natural Capital and Ecosystem Assessment Programme	

Complete a combined total of 1,000 landscape and vegetation and soil surveys in sample monads (a monad is a 1 km grid square) as part of the Natural Capital and Ecosystem Assessment (NCEA) Programme.	Amber-Red
885 vegetation and landscape surveys and soil sampling surveys were completed during 2024 to 2025. This was the second season of field data collection for the England Ecosystem Survey (EES) project, and many improvements to management of surveys were made during the year, including our relationships with external contractors, and coordination of surveys. Further improvements to processes, and management of landowner access permissions, have been made to support the third season of EES data collection in 2025 to 2026.	
23. Data maturity	
Increase Data Maturity Assessment scores from 1-2 to 2-3 on a 5-point scale.	Amber-Green
Direct comparison across years is difficult, but our 2024-25 Data Maturity Assessment (DMA) reports an overall, aggregated maturity score of Level 2 – Emerging. Amber-Green reflects progress in more consistently achieving level 2 across themes. We have made modest progress in foundational areas such as strategic direction, learning, data cataloguing, and system improvements. DMA scoring is subjective by design and interpreted within the Defra group benchmarking framework. While we are moving in the right direction, resource constraints and persistent structural challenges continue to limit progress across several areas of the framework.	

Key Performance Indicator F	RAG Status
24. Staff engagement	
Employee engagement index rises to 64% to exceed 2023-24 benchmark.	Amber-Red
The Employee Engagement Index measures the feelings of pride, advocacy, attachment, inspiration, and motivation held by our staff, and is calculated from a standard set of questions used across public sector organisations. Our Pulse Survey in February reported an Employee Engagement score of 61%. The survey insight tells us that most of our staff are proud to work for Natural England and would recommend us a great place to work, but scores are lower for inspiration and motivation.	

25. Safe working practices	
Investigate 95% of reported incidents within the required 10 working day period.	Amber-Red
81.5% of reported health and safety incidents were investigated within 10 working days this year. We are continuing to support teams to carry out quality investigations within the timeframe whilst recognising that, for a variety of reasons, some incidents may take longer than the 10 days to investigate. Teams now have access to live data on incident investigations, and we are simplifying the process wherever possible to improve our performance.	
26. Diversity and inclusion	
Increase the percentage of staff declaring minority ethnicity to 5%	Red
The percentage of Natural England workforce declaring as of minority ethnicity is 3.9% against a target of 5%. We have a range of plans and measures in place to continue action on this long-term challenge, aimed at recruitment, progression and retention. With external recruitment by exception, we are focusing on internal inclusion	
27. Staff learning and development	
Staff undertake 10 learning and development days per year on average.	Red
On average each of our staff undertook 7 days of training and personal development in the last year, and we saw a record number of staff enrolled on apprenticeships. The demand to support the learning needs of new staff has reduced and going forward we will be focusing on supporting existing staff to develop the capabilities to deliver our new strategy.	
28. Customer service standards	
Deliver 85% of statutory casework within published timescales.	Green
Across our planning, licensing and protected sites casework, we delivered 90% of responses within published timescales. Casework levels are still increasing against a backdrop of resource reduction, and we will continue to implement reforms to ensure we maintain our casework delivery targets.	
29. Digital and data continuous improvement	

Achieve a 'good' assessment rating in 5 priority areas of the cross government 'Digital and Data – Continuous Improvement Assessment Framework'.	Amber-Green
The KPI achieved an amber-green outturn because the organisation met the "good" assessment across selected criteria within Governance and Strategy, Assurance, and Capability themes. Digital strategy alignment, governance arrangements, senior accountability, and a resourced digital assurance function were all in place and assessed as good. Not all Senior Civil Servants had completed the required digital and data essentials training, preventing a full green rating.	

Office of Communications (Ofcom)

Ofcom reports on its performance in its Annual Report and Accounts. The Annual Report and Accounts includes reporting performance against the following KPIs, which are also published on Ofcom's [website](#). The below KPIs have been determined by DBT as performance indicators for service delivery and therefore supporting growth. This data covers the 2025/26 period.

Consultations		
Timeliness of decision making	2025/26	2024/25
Consultation period less than 10 weeks	76%	71%
Consultation period at least 10 weeks	24%	29%

Impact assessments			
Impact assessments (IA)	Target	2025/26	2024/25
Number of consultation documents		74	68
IA explicit in published document		65	64
Proportion	100%	89%	94%

Sustainability			
Key Performance Indicators	Target	2025/26	2024/25
Mitigating climate change: working towards net zero by 2050			
Overall emission reduction	58%	40%	34%
Direct emission reduction (scope 1 only)	33%	65%	68%
Car and van fleet zero emissions at the tailpipe	25% by 31 December 2022	13%	7%
	100% by 31 December 2027	13%	7%
Domestic business flights emissions	30%	46%	11%
International business flights distance		1,761,924 km	2,118,110 km
Waste minimising and promoting resource efficiency			
Overall waste generated reduction	15%	31%	31%
Waste going to landfill reduction	5%	100%	100%

Proportion of waste recycled	70%	50%	57%
Remove consumer single use plastic	100%	Ofcom has removed all single-use coffee cups and cutlery and replaced with reusable mugs and cutlery.	100%
Food waste measurement		86 tonnes	124 tonnes
Paper use reduction	50%	98%	98%
Reducing water use			
Water consumption reduction	8%	19%	37%
Water consumption measurement		It is only possible to measure Ofcom water usage at the sites that are not landlord operated.	5,890 m3

Broadcasting Complaints, Cases and Sanctions			
Key Performance Indicators	Target	2025/26	2024/25
Initial assessment of complaints	15 days	6.5 days	5.9 days
Complete cases taken forward for investigation	50 days	67.7 days	71.6 days

Assessment of Fairness and Privacy complaints	25 days	14.2 days	20.6 days
Adjudication of Fairness and Privacy complaints	90 days	93.3 days	82.8 days
Initial assessment of BBC online material complaints	15 days	11.1 days	11.7 days

Spectrum Assurance and Compliance				
Key Performance Indicator	Case Priority	Target	2025/26	2024/25
Time to First Visit: The time taken from reporting a complaint of interference to the time our engineer arrives on site to diagnose the problem (for those cases where a field visit is required).	1	8 hours	100%	100%
	2	18 hours	100%	100%
	3	2 working days	100%	100%
	4	5 working days	98%	100%
	5	15 working days	99%	100%
	6	No target		
Resolution: The time taken from reporting a complaint of interference to the time the customer is advised that the case is resolved.	1	2 calendar days	100%	100%
	2	5 working days	100%	100%
	3	6 working days	100%	98%
	4	20 working days	96%	97%
	5	40 working days	99%	99%
	6	60 working days	99%	100%

Spectrum Licensing
Progress against the Targets for Spectrum licence types Category A - involve no frequency assignment, site clearance or international co-ordination Category B - involve frequency assignment, but no site clearance or international co-ordination Category C - require frequency assignment, and site clearance and/or international co-ordination

Key Performance Indicators	Target	2025/26	2024/25
Category A licences	90% in 7 days	99%	99%
Category A (Amateur & Ships)	90% in 10 days	100%	100%
Avg. KPI for all Category A		99%	100%
Category B licences	100% in 42 days	97%	92%
Category C licences	90% in 42 days	96%	97%
	100% in 60 days	99%	99%

Office of Rail and Road (ORR)

ORR is the independent economic and safety regulator for Britain's railways and it monitors National Highway's performance on the strategic road network. ORR's service standards demonstrate its commitment to delivering timely, transparent, and accountable regulation across key areas including safety, operations, consumer rights, and market oversight. By setting clear expectations for response times and decision-making, ORR ensures that the industry bodies it regulates and the public receive a consistent and reliable service. These standards also support ORR's role in promoting safe and efficient transport systems, protecting consumer interests, and fostering fair competition. In September 2025, ORR concluded a review into its rail industry-facing service standards. The [report](#) includes 15 new commitments which will be implemented according to different timescales and will be updated in this Dashboard as necessary. This data covers Q1 2026/27 period.

Business Plan – Service Standards			
Provision	Standard	Q1	YTD
Issue new or revised train driver licences	100% of applications decided within one month of receipt of all necessary documentation.	99%	99%
The Railways and Other Guided Transport Systems Regulations (ROGS) safety certificates and safety authorisations	100% decided within four months of receiving completed application	100%	100%
ROGS safety certificates and authorisations	100% of safety certificates / safety authorisations (including exemptions) to be published within five working days	100%	100%
ROGS safety certificates and authorisations	100% of expired safety certificates / safety authorisations (including exemptions) to be removed from our website within five working days	100%	100%
The Railway Safety Regulations 1999	100% of exemptions to be processed within four months of receiving a completed application	N/A	N/A
Report to the Rail Accident Investigations Branch (RAIB) on	100% response to RAIB recommendations within one year of associated RAIB report being published	100%	100%

the progress of its recommendations			
Efficient processing of interoperability authorisations	100% of responses within 21 days of receiving complete submission	100%	100%
Approve the Accessible Travel Policy of a new licence holder	100% approved within four weeks of receipt of all relevant information	100%	100%
Track, station and depot access applications	100% decided within six weeks of receipt of all relevant information	100%	100%
Track, station and depot access appeals	100% decided within six weeks of receipt of all relevant information	100%	100%
Operator licence and licence exemption applications	100% decided within two months of receipt of all relevant information	100%	100%
Market Studies	100% of interim market study reports published within six months of launch of market study	N/A	N/A
Market Studies	100% of final market study reports published within 12 months of launch of market study	N/A	N/A
Competition complaints	100% of competition complaints will receive an initial response within 10 working days of receipt	100%	100%
Freedom of Information requests	100% of requests for information responded to within 20 working days of receipt	100%	100%
General enquiries and complaints, including adjustment to account for cases investigated	95% of enquiries and complaints responded to within one month of receipt	100%	100%
Data access rights requests	100% of all data access requests responded to within one month of receipt	100%	100%
Prompt payment of suppliers' invoices to ORR	90% paid within five days of valid invoice	91%	91%
Prompt payment of suppliers' invoices to ORR	100% paid within 30 days of valid invoice	100%	100%

Publication of the four accredited official statistics quarterly and biannual statistical releases	100% published within four months of the quarter or half-year end	100%	100%
Proactive, preventative regulatory interventions	50% of ORR inspector time spent on proactive, preventative regulatory interventions	55%	55%

Office of Gas and Electricity Markets (Ofgem)

Ofgem publishes its performance against the statutory targets set for processing license applications. Further detail on the targets themselves can be found in their [Licensing Guidance](#). Ofgem additionally publish performance against the metrics set for the delivery of various environmental and social schemes in the Annual Report and on the [website](#). Beyond this, Ofgem also publish data on a range of sector indicators on the [Data Portal](#). Ofgem have committed to update their KPIs post Ofgem review. This data covers Q1 2026/27 period.

Cross-cutting KPIs		
Indicator	Intended to measure	Metric
Benefits in £, consumer benefit generated by Ofgem's decisions (at 31 March 2026)	Impact of Ofgem's decisions	£2.1 billion
% of surveyed consumers who agree that Ofgem is a trusted source of information	Consumer perception of Ofgem	63%
% of surveyed consumers who agree that Ofgem holds energy suppliers to account	Consumer perception of Ofgem	58%

Strategy Priority 1		
Indicator	Intended to measure	Metric
Overall consumer satisfaction with suppliers (domestic and non-domestic)	Consumer trust in sector, standard of service in retail	Domestic: 81% Non-domestic: 68%
Overall consumer dissatisfaction with suppliers (domestic and non-domestic)	Consumer trust in sector, standard of service in retail	Domestic: 6% Non-domestic: 14%
Total number of complaints received by suppliers (domestic and non-domestic)	Consumer trust in sector, standard of service in retail	Domestic: 314/100k Non-domestic: 525/100k (electricity) ¹³

¹³ Due to data quality issues this is the latest figure as reported in the ARA

		Non-domestic: 320/100k (gas) ⁴
Total amount of debt and arrears among domestic consumers	Affordability in the retail sector	Domestic - £4.70bn (Feb 2026)
Domestic energy supplier EBIT (in £m)	Profitability in the sector	Calendar year 2025 forecast £191 m
Capital position of domestic suppliers – regulatory definition adjusted net assets (£m)	Financial resilience	£6,400m
Impact of the Supplier of Last Resort scheme on consumer bills	Financial resilience of the sector	£0 per household in 2025-26

Strategic Priority 2		
Indicator	Intended to measure	Metric
Average zero carbon mix (2025)	Grid decarbonisation	63%
% of ASTI projects with cost allowances set (at 31 March 2026)	Progress of ASTI project build	12%
Balancing costs included in the price cap (from 1 April 2026)	Indicator of overall network planning and market signals	42
Average time taken to grant licenses from commencement of Section 8A consultations (at 31 March 2026)	Offshore transmission processing	N/A – no licences awarded in 2025-26
Average time taken to select the Preferred Bidder from the 'Invitation to Tender' submission (excluding 'Best' and 'Final' offers) (at 31 March 2026)	Offshore transmission processing	70 days (target = 120 days)

Strategic Priority 3		
Indicator	Intended to measure	Metric
Decisions on license applications made within the specified time limit	Regulatory pace	100% over the last 12 months (Target: 100%)

Total number of customers on Half Hourly settlement	Consumer uptake of flexibility	21.5 million meter points (Some non-domestic consumers have >1 Meter point)
Number of domestic consumers on 'smart' Time of Use tariffs	Consumer uptake of flexibility	3321159 (considered TOU by the supplier and are served using a Smart Meter)

Strategic Priority 4				
Indicator	Measure	Target	Scheme	Current (Q1)
Enquiries, Complaints and Response times for Renewable Electricity Schemes	Emails responded to within 10wd	80%	Renewable Obligation (RO)	100%
			Renewable Energy Guarantees of Origin (REGO)	100%
			Feed in Tariffs (FIT)	97.82%
			Smart Export Guarantee (SEG)	98.53%
	Abandoned Call Rate	<15%	Renewable Obligation (RO)	1.01%
			Renewable Energy Guarantees of Origin (REGO)	2.23%
			Feed in Tariffs (FIT)	0.95%
			Smart Export Guarantee (SEG)	3.23%
	Complaints resolved within 20wd	80%	Renewable Obligation (RO)	83%
			Renewable Energy Guarantees of Origin (REGO)	None received
			Feed in Tariffs (FIT)	100%
			Smart Export Guarantee (SEG)	0% ¹⁴
Enquiries, Complaints and Response times for	Emails responded to within 10wd	80%	Domestic Renewable Heat Incentive (DRHI)	100%

¹⁴ There was one complaint in this period, which wasn't resolved within 20 days

Renewable Heat Schemes			Non-domestic Renewable Heat Incentive (NDRHI)	99.45%
			Boiler Upgrade Scheme (BUS)	99.01%
			Green Gas Support Scheme (GGSS)	100%
			Domestic Renewable Heat Incentive (DRHI)	0.89%
	Abandoned Call Rate	<15%	Non-domestic Renewable Heat Incentive (NDRHI)	5.72%
			Boiler Upgrade Scheme (BUS)	2.88%
			Green Gas Support Scheme (GGSS)	13.64%
			Domestic Renewable Heat Incentive (DRHI)	89%
	Complaints resolved within 20wd	80%	Non-domestic Renewable Heat Incentive (NDRHI)	95%
			Boiler Upgrade Scheme (BUS)	100%
			Green Gas Support Scheme (GGSS)	None received
			Domestic Renewable Heat Incentive (DRHI)	89%
Enquiries, Complaints and Response times for Social Schemes	Emails responded to within 10wd	80%	Energy Company Obligation (ECO)	97.48%
			Great British Insulation Scheme (GBIS)	97.44%
			Warm Home Discount (WHD)	98.98%
	Abandoned Call Rate	<15%	Energy Company Obligation (ECO)/ Great British Insulation Scheme (GBIS)	2.42%
			Warm Home Discount (WHD)	N/A
	Complaints resolved within 20wd	80%	Energy Company Obligation (ECO)	100%
			Great British Insulation Scheme (GBIS)	None received
			Warm Home Discount (WHD)	None received

Strategic Priority 5		
Indicator	Intended to measure	Metric
% of staff turnover in a year	Organisational health	2025/26: 12.6% (target 10%)
Employee Engagement Index	Organisational health	2025: 59%
% of responses to Subject Access Requests within the deadline	Organisational transparency	90%
% of responses to Parliamentary correspondence within the deadline	Organisational transparency	48%
% of responses to FOI/EIR within the deadline	Organisational transparency	93%

Water Services Regulation Authority (Ofwat)

The data below is published in Ofwat's 2024-25 Annual Report and Accounts (ARA). Ofwat's performance report summarises the outcomes Ofwat aims for, the progress they have made, and the water sector's performance in delivering for customers and the environment. The data below is included in ARA Appendix A2, which provides Ofwat's performance against stated levels of service. Ofwat have created and published more wide-ranging KPIs for 2025-26.

Metric	Details of what is being measured	Total Number	Target	2025-26 Actual
Information Requests				
Freedom Of Information/Environmental Information Regulations requests	Enquiries responded to within the 20-day deadline.	238	100%	93%
Subject Access Requests	Enquires responded to within the deadline.	10	100%	80%
General enquiries				
General enquiries	Enquires responded to within 10 working days of receipt.	244	95%	28.5%
Disputes and complaints about water and wastewater services				
General complaints - Ofwat has no legal role ¹⁵	Complaints where Ofwat has no legal role, responded to within 10 working days or receipt.	1315	95%	34.2%
	Complaints responded to within 20 working days of receipt.	5	95%	19.2%

¹⁵ When Ofwat receive a customer complaint, they consider if it falls within the scope of their legal powers. Many of the customer complaints they receive are not issues they have legal powers to address, but rather matters on which CCW can provide assistance, including by trying to mediate a resolution for the customer

	Complaints responded to within 20/40 working days of receipt.	0	95%	0%
Investigations we carry out				
Customer disputes cases ¹⁶	Formal cases closed within our target service standard timeframes (including those cases closed prior to final decision/determination due to informal resolution or withdrawal of the dispute by the customer).	5	100%	71.4%
Licensing				
New Appointments and Variations (NAV) Applications ¹⁷	NAV applications for which we completed our initial checks within five working days of receipt.	685	100%	59%
	NAV application decisions made within 85 working days of receipt.	658	100%	64%
Water supply and sewerage licensee (WSSL) Applications	WSSL applications (including self-supply) for which we completed our initial checks within five working days of receipt.	1	100%	100%

¹⁶ Further information on what Ofwat can investigate, and target timescales, can be found on Ofwat's website - <https://www.ofwat.gov.uk/regulated-companies/investigations/how-we-investigate/> <https://www.ofwat.gov.uk/wp-content/uploads/2016/09/Our-timeframes-for-handling-cases.pdf>

¹⁷ Further information on new appointments and variations can be found on Ofwat's website - <https://www.ofwat.gov.uk/regulated-companies/markets/nav-market/getting-a-new-appointment/>

WSSL Revocations ¹⁸	WSSL application decisions made within 45/60 working days of receipt.	0	100%	0%
	Number of WSSL revocations completed ¹⁹ .	0	N/A	N/A

¹⁸ Further information on water supply and sewerage licences and Ofwat's processing timescales can be found on their website - <https://www.ofwat.gov.uk/regulated-companies/markets/business-retail-market/water-supply-sewerage-licences/>

¹⁹ Ofwat revoked two WSSL licences in 2022-23, both at the request of the licensees. Details of the revoked licences are set out at [https://www.ofwat.gov.uk/regulated-companies/markets/business-retail\[1\]market/water-supply-sewerage-licences/licence](https://www.ofwat.gov.uk/regulated-companies/markets/business-retail[1]market/water-supply-sewerage-licences/licence)

The Pensions Regulator (TPR)

TPR reports against the KPIs set out in its corporate plan once a year in its Annual Report and Accounts, the 2025/26 report can be found here: [Annual report and accounts](#). TPR tracks a set of KPIs specifically relating to our commitment to growth which can be found here: [Commitment to growth: new key performance indicators](#). This data covers the September 2026/27 update.

Priority Outcome	Key Performance Indicator	Commentary	RAG
The outcome we seek is to reduce capital reserving requirements for Master Trusts to generate growth	Generate, publish and conclude the reg cap review by Dec 2025. Subject to the review, amount of excess capital reserving that has been freed up for more productive investment	We completed our regulatory capital review as previously reported, including publishing updated guidance around regulatory capital reserving requirements in March 2026. The cash release estimate to 30 June 2026 has increased by £1m since the last estimate, but due to rounding the figure remains £15m for reporting purposes. The schemes with the largest cash reserves have not yet submitted their updated reserving submissions to us this year, and we anticipate receiving updated submissions up to March 2027. We will therefore better understand the impact the update to our reserving guidance has had on schemes during next financial year.	Green
The outcome we seek is to encourage consolidation and consideration of investment in	The number and proportion of small schemes (those with assets under management of less than	The cumulative total of enquiries we have opened since the Regulatory Initiative commenced in 2023/24 to end of financial	Green

productive assets so that the value for money framework drives public disclosure of long-term risk adjusted net returns to help drive competition, growth and enhanced saver outcomes. In advance of this, we will drive consolidation in savers' interests and encourage the voluntary disclosure of asset allocation data to shine a light on the relationship between asset allocation and net performance.	£100m) challenged by TPR which are rated as not value for money and consolidate.	year 2025/26 was 419, covering 37,277 members and 80 fines. A total of 43 of those enquiries were schemes that wound up, totalling 3,060 members. Over the first quarter of 2026/27 we have engaged with 71 schemes. The majority of those engagements are currently ongoing, and so outcomes will be provided in the next quarter.	
	The number of DC schemes in the market and the proportion of assets and members in master trusts – which have the highest governance standards	In June, we launched a new PSA2026 webpage and communications campaign to c.1,700 DC schemes/sections which encourages trustees to consider the schemes' options, including whether transferring members and/or winding up would be in members' best interests, and signposting to relevant consolidation and winding-up guidance we published in March: DC trustees: time to get ready for higher standards We will shortly be launching a Regulatory Initiative targeting DC schemes we suspect may be poorly governed and setting our expectations that action should be taken to improve standards otherwise they need to proactively consider consolidation/wind-up of their scheme. We will also consider enforcement action where necessary.	Green

	We will seek to establish the quantifiable economies of scale benefits from consolidation of small schemes into master trusts based on the evidence presented by government in its recent analysis: Pension fund investment and the UK economy.	Report published: DC consolidation and economies of scale: emerging evidence	Complete
	The level of voluntary disclosure of asset allocation data at an aggregate, and where possible, default arrangement level from the largest defined contribution and master trust schemes	In July we released our industry publication on master trust asset allocation: Master trust asset allocation 2026.	Complete
The outcome we seek is the creation of an innovation framework and criteria to trial pensions innovation ideas, launching an innovation support service to test with the market by Autumn 2025.	Number of firms engaged: tracking the number of firms interacting with the Innovation Service.	The Innovation Support Service has delivered over 32 industry engagement sessions and continues to receive positive feedback.	Complete
	Innovation ideas submitted: the number of industry innovation		Complete

	ideas shared with us including the onward actions.		
	User satisfaction: collect and analyse innovation support service user ratings and any feedback.		Complete
The outcome we seek is delivery of key improvements to regulatory services. We will conduct a review of our scheme return and supervisory return data collection requirements by the end of March 2026 to identify options to reduce unnecessary burdens on schemes. Subject to the outcome of the review, the government will consider how and what we capture, including amendments to legislation as required.	Number of duplicated information collection requests that have been identified, and where possible removed. Identified non-registrable information which does not add value and remove where possible over time.	The Submit a Scheme Valuation service, supporting schemes to adopt our DB funding code, has received over 1,100 submissions, with initial case management implemented and further improvements to automated risk assessment, supervision and enforcement case management in progress. We also reviewed scheme return and supervisory return data collection requirements to identify options to reduce unnecessary burdens on schemes. The initial review and original discovery included around 22,000 relevant small schemes, where the required data fields were reduced from 211 to 74 – a 64% decrease. The development of quick wins and low burden scheme return commenced in 2025-26 and continues into 2026-27, including a streamlined scheme return which is now live.	Green

		Changes will reduce burden on schemes and create reusable capabilities across segments, including large DC schemes, master trusts and DB schemes. The first rollout for relevant small schemes went live in August 2026. In parallel, the Transforming Pensions Data discovery, alongside ongoing engagement through the Digital and Data Working Group, is shaping future data requirements and market capabilities to reduce regulatory burden on schemes, support risk-based regulation and meet new legislative requirements.	
The outcome we seek is to reduce unnecessary regulatory burden: over the course of 2025/2026, we will monitor our engagements with schemes and employers, seeking to reduce unnecessary regulatory burden while maintaining high levels of compliance. As part of this, we will monitor the quality and value of regulatory interaction and make sure that new interventions are not just clearly linked to delivery of better outcomes for savers but are also efficient and effective in delivery	Reduction in communications and enforcement interventions with employers, while maintaining high levels of automatic enrolment compliance.	This KPI is Amber because the new low-risk AE employer re-declaration journey remains delayed. This is due to additional complexity and changes to the proposed solution, which have impacted the supporting technical build. We are on track to implement the changes towards the end of the year and expect to realise the reduced administrative burden from February 2027. We have improved the standard AE communications journey, reducing the use of physical mail sent by post by 50% for 'engaged' employers (those with a track record of meeting their duties).	Amber

		These improvements reached around 30,000 employers and resulted in 30,000 fewer letters being sent. We have also commenced our full review of our AE operational approach which will also identify other opportunities to reduce unnecessary burden.	
	Monitoring of new interventions against an enhanced saver-focused outcome framework with metrics of efficiency and effectiveness.	We continue to embed and strengthen our monitoring and evaluation principles by improving the quality, consistency and usefulness of data, metrics and indicators. In July we started to build a deeper knowledge of the largest DC Schemes/Sections using our Common Supervisory Framework. We are currently extending this to DB, Superfunds and scheme administrators. We will use the information gathered to gain a deeper understanding of industry risks and challenges; developing best practice guidance for market as we move into the implementation phase of PSA2026. We continue to work in partnership with the DWP and FCA on monitoring and evaluation for the Pensions Schemes Act 2026, supporting a clear view of how reforms are implemented, whether they	Green

		support better outcomes for members, and that regulatory activity remains effective and proportionate.	
	Baseline perception of regulatory engagement before ongoing monitoring, as well as tracking the type and topic of regulatory engagements within supervision.	The Common Supervisory Framework will assist in identifying industry risks and challenges. We will use this information to target regulatory engagement focussing on areas of high impact and aligned with corporate priorities. Evaluation of the Innovation Support Service is ongoing as we plan for year two, with a focus on ensuring that metrics remain robust, proportionate and capable of assessing the service's impact. This will help us understand whether the service is supporting better outcomes. We are also well positioned to track governance standards over time, having baselined a new scheme governance indicator for DB and DC schemes. This provides a standardised and repeatable measure of governance in workplace pension schemes. Our current expectation is that we will repeat the full survey every 2-3 years as we would not anticipate significant changes in governance standards over a shorter period. In the meantime, we expect to monitor progress through a set of leading	Green

		indicators to provide an earlier view of likely trends.	
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Prudential Regulation Authority (PRA)

This data covers Q1 2026/27 (starts 1 March 2026 to 31 May 2026).

RAG Status			
Change in Control	Red = Under 90%	Amber = 90% to less than 100%	Green = 100%
All other process types	Red = Under 90%	Amber = 90% to less than 95%	Green = 95% and over

All Firms		Period: Q1 1 March 2026 to 31 May 2026					
Process	Relevant Statutory Service Standard ²⁰	Cases Closed ^{21, 22}			Time to Close Cases (days) ²³		
		Within Stat. Service Standard	Outside of Stat. Service Standard	Compliance %	Lower Quartile	Median	Upper Quartile
New Authorisations	Within four months of a complete application, or within 10 months of	2	1	67%	-	303	-

²⁰ The statutory service period starts when the application is received by either the PRA or the FCA and stops when a determination to approve or refuse is made or the application is withdrawn.

²¹ A closed case is defined as any completed application that is concluded following the PRA making a determination, or where the firm voluntarily withdraws its application. Where a firm withdraws an application and later submits another similar application this will be counted as a separate case.

²² For some applications under the Senior Managers Regime and for Changes in Control, time to determination under the statutory service standard allows for circumstances where the statutory clock is paused, for example where questions to the applicant firm are awaiting a response. Calculations shown for these applications therefore exclude periods where the clock is stopped.

²³ Lower and upper quartiles are calculated as the 25th and 75th percentile respectively. Lower and upper quartile time to closure is only shown where there are nine or more cases in the period. Median time to closure is only shown where there are three or more cases.

	receipt of an incomplete application						
Variation of Permission (Excluding Own Initiative)	Within four months of becoming complete, or 10 months of receipt of an incomplete application	39	3	93%	25	42	103
Cancellations	Within six months of becoming complete, or 12 months of receipt of an incomplete application	9	0	100.00%	105	156	225
Change in Control ²⁴	Within two working days of making the decision (and in any event no later than within 60 working days of acknowledgement of receipt)	14	0	100.00%	20	26	44

²⁴ For Change in Control applications, time to determination under the statutory service standard is calculated from the point a complete application is submitted.

Senior Managers Regime (Forms A & E) ²⁵	Within two months of receipt	308	5	98.00%	21	29	40
Passporting ²⁶	One month from the receipt of a complete notification, unless an Inward Establishment or Outward Establishment	6	0	100%	-	26	-

Deposit taking firms		Period: Q1 1 March 2026 to 31 May 2026					
Process	Relevant Statutory Service Standard ¹	Cases Closed			Time to Close Cases (days)		
		Within Stat. Service Standard	Outside of Stat. Service Standard	Compliance %	Lower Quartile	Median	Upper Quartile
New Authorisations	Within four months of a complete application, or within 10 months of receipt of an incomplete application	0	0	-	-	-	-

²⁵ Senior Managers Regime closed cases do not include any application linked to a Part 4A Permission.

²⁶ The statutory service standard for Passporting cases is one month, unless the case is a new Inward Establishment which is two months from the receipt of a complete notification, or a new Outward Establishment which is three months from the receipt of a complete notification.

Variation of Permission (Excluding Own Initiative)	Within four months of becoming complete, or 10 months of receipt of an incomplete application	32	3	91%	26	46	120
Cancellations	Within six months of becoming complete, or 12 months of receipt of an incomplete application	3	0	100%	-	156	-
Change in Control	Within two working days of making the decision (and in any event no later than within 60 working days of acknowledgement of receipt)	3	0	100%	-	24	-
Senior Managers Regime (Forms A & E)	Within two months of receipt	153	4	97%	23	29	41
Passporting	One month from the receipt of a complete notification, unless an Inward Establishment or Outward Establishment	1	0	100%	-	-	-

Insurance firms		Period: Q1 1 March 2026 to 31 May 2026					
Process	Relevant Statutory Service Standard	Cases Closed			Time to Close Cases (days)		
		Within Stat. Service Standard	Outside of Stat. Service Standard	Compliance %	Lower Quartile	Median	Upper Quartile
New Authorisations	Within four months of a complete application, or within 10 months of receipt of an incomplete application	2	1	67%	-	303	-
Variation of Permission (Excluding Own Initiative)	Within four months of becoming complete, or 10 months of receipt of an incomplete application	7	0	100%	-	27	-
Cancellations	Within six months of becoming complete, or 12 months of receipt of an incomplete application	6	0	100%	-	161	-
Change in Control	Within two working days of making the decision (and in any event no later than within 60 working days of acknowledgement of receipt)	11	0	100%	20	28	44

Senior Managers Regime (Forms A & E)	Within two months of receipt	155	1	99%	18	29	38
Passporting	One month from the receipt of a complete notification, unless an Inward Establishment or Outward Establishment	5	0	100%	-	26	-