

Policy and Resources Committee Meeting	
Meeting Date	17 June 2026
Report Title	Performance Management March 2026 and Quarter 4 / year-end 2025/26
Head of Service	Claire Stanbury, Head of Finance and Procurement
Lead Officer	Kirsty-Leigh Parker, Data Protection Officer & Information Governance Manager
Recommendations	1. To note the Performance Management Report at Appendix I 2. To review and agree the proposed changes to Performance Indicators at Appendix II

1 Purpose of Report and Executive Summary

- 1.1 This report presents the quarterly performance management report for the fourth quarter of 2025/26 (Jan–Mar 2026) and year-end, attached as Appendix I, and the proposed changes to Performance Indicators for 2026/27, attached as Appendix II.

2 Background

- 2.1 The Council operates a performance management process with departments providing input as appropriate. The results are reported regularly throughout the year to the Policy and Resources Committee, and the Strategic Management Team.
- 2.2 Appendix I details the fourth quarter Corporate Performance Management Headlines Report summarising the status of corporate performance indicators at the end of the financial year (2025/26).
- 2.3 Appendix II sets out the proposed performance indicators for 2026/27.
- 2.4 Members are asked to review the proposed changes, recognising that proposals for new indicators are not yet finalised, for example:
 - 2.5.1 some require further refinement and clarification;
 - 2.5.2 some may be more appropriately suited to departmental reporting; and
 - 2.5.3 some may not lend themselves to meaningful measurement.

3 Proposal

- 3.1 Members are asked to **note** the Corporate Performance Management Headlines Report for 2025/26 as attached at Appendix I.

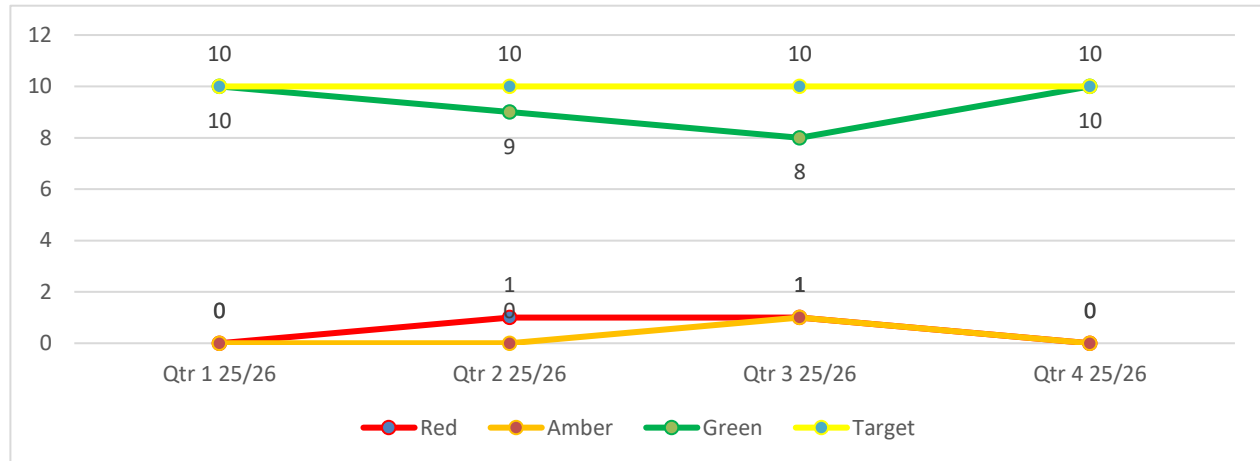
- 3.2 Members are asked to ***review and agree*** the proposed changes to Performance Indicators as attached at Appendix II.

4 Appendices

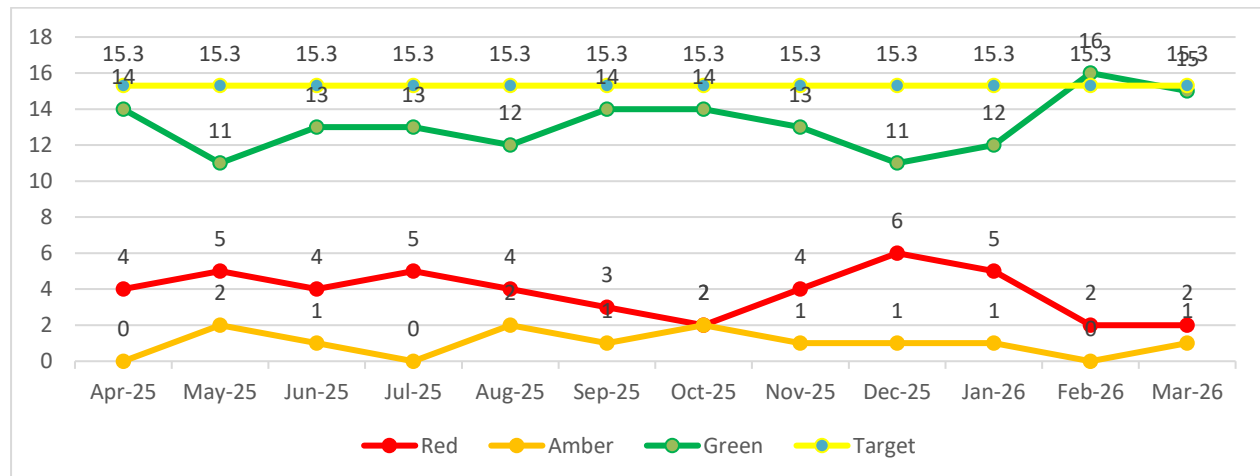
- 4.1 The following documents are to be published with this report and form part of the report:
- Appendix I: Corporate Performance Management Headlines Report: March 2026 and Quarter 4 / year-end 2025/26.
 - Appendix II: 2026/27 Performance Indicator Review.

1. Performance summary:

a. Quarterly indicators



b. Monthly indicators



2. Year-end Red & Amber Indicators

Year-end	This Quarter	Reference	Description	Year-end Value	2025/26 target
		LI/CC/01	Number of reported missed bins per annum	8659	3500
Missed bin performance continues to improve with a strong downward trend across the year. Current performance is strong with 99.9% of bins being collected as required (99.7% across the year). Out of the 0.1% of bins that were 'missed', nearly all bins were collected the following day after being reported. In 2026/27 this KPI will adjust to measure a more industry recognised system which will allow better benchmarking. In 25/26, missed bin performance improved month on month, with an average of 118 missed bins per 100,000 scheduled collections. The target for 2026/27 will be 75/100,000. Year-end Commentary Provided by Alister Andrews.					
		NI 191	Residual domestic waste per household	505.5	475 kgs (40)
Successful food waste campaigns in Swale have diverted food from residual bins and increased food waste tonnages by approx. 38%, compared to last year. These are the highest improvement figures across Kent councils. Under 'Simpler Recycling' requirements, all communal premises have now been provided with food bins which should help further reduce residual tonnages into 2026/27. Further campaigns have also been run to target contamination in the recycling bins as this is a significant issue in Swale that causes contaminated recycling to be diverted to the residual waste streams. Year-end Commentary Provided by Alister Andrews.					
		SZ BV9	Percentage of Council Tax collected	94.8%	95%
No commentary provided by the service. Service responsibility - Zoe Kent.					
		BV78a	Speed of processing – new Housing /Council Tax Benefit claims	22 Days	23.87 Days
No commentary provided by the service. Service responsibility - Zoe Kent.					

		LI/TBC/02	Proportion of Major Planning Applications overturned at appeal	10.91%	10%
6 appeals relating to major development have been allowed in the 2025/26 calendar year. This includes the Jubilee Way, Faversham appeal which was an appeal submitted on the grounds of non-determination for an acceptable development where a S106 agreement had not been completed and the appellant wished to challenge several of the obligations that were sought. The outcome was an 'allowed' appeal but, ultimately, the decision aligned with the stance being taken by the Local Planning Authority. The 6 allowed appeals also includes the "Vigo Lane" solar farm where the Council raised no objection following the receipt of significantly amended plans. Again, this is marked as an "allowed appeal" but that does not fully reflect the circumstances of the case. The Scocles Farm which was also an uncontested appeal following the submission of an appeal on the grounds of non-determination in respect of a development that was not objected to by the Council. The appeal was submitted after the Planning Committee deferred the determination of the planning application. Of the remaining three appeals, one was at Brogdale Farm and the other two were for residential developments at Graveney and Ham Road, Faversham. It is noteworthy that two appeals relating to major applications were dismissed and that the means of calculating this statistic differs from the MHCLG method which is the method that is used for formally assessing the performance of the Council. The MHCLG method incorporates a 9 month-lag in the calculation of the applications determined (the denominator) to allow for the submission, processing and determination of an appeal and allow it to be more likely that there is a correlation between the applications and the appeal decisions. Current calculations suggest that the relevant figure is approximately 6.5%. Year-end Commentary Provided by Ian Harrison.					
		LI/CSC/003	Complaints responded to within 10 working days	90%	89.10%
Customer Services oversee the administration of the corporate comments, compliments and complaints process, however it remains the responsibility of the service areas to ensure complaints are signed off within target. Year-end Commentary Provided by Carly Pascall.					
		NI 192	Percentage of household waste sent for reuse, recycling and comp	36.33%	38%
Campaigns have been run to target items that could be placed in food bins or recycling bins. Successful food waste campaigns in Swale have diverted waste from residual streams and increased food waste tonnages by approx. 38%, compared to last year. These are the highest improvement figures across Kent councils. Under 'Simpler Recycling' requirements, all communal premises have now been provided with food bins which should help to further improve					

performance into 2026/27. Further campaigns have also been run to target contamination in the recycling bins as this is a significant issue in Swale.

Year-end Commentary Provided by Alister Andrews.

3. Year to Date overview of all KPI

N.B. Where the monthly result differs to the cumulative year-to-date result, the monthly performance is indicated by either *R (Red) , *A (Amber) or *G (Green)

KPI Ref	Monthly Performance Indicators CUMMULATIVE YEAR TO DATE RESULT	Target 25/26	Period	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	EOY outcome
BV8	Percentage of Invoices paid on time (within 30 days)	91%	Month	100.00%	100.00%	99.57%	99.86%	99.62%	100.00%	99.70%	99.57%	99.59%	100.00%	99.60%	99.53%	99.78%
			YTD													
SZ BV9	Percentage of Council Tax collected	95%	Month	15.10%	24.0%	33.0%	42.1%	51.0%	60.1%	69.1%	78.1%	86.6%	91.20%	93.5%	94.8%	94.8%
			YTD													
SZ BV10	Percentage of Non-domestic Rates collected	96%	Month	14.40%	23.58%	32.18%	42.94%	51.54%	60.62%	67.67%	77.31%	85.61%	92.47%	96%	98%	98%
			YTD													
BV12b	Short-term working days lost due to sickness absence (FTE)	3.2	Month	0.17	0.33	0.61	0.77	0.93	1.24	1.49	1.73	1.78	2.18	2.45	2.72	1.37
			YTD													
BV78a	Speed of processing – new Housing /Council Tax Benefit claims	22 days	Month	19.6	29.6	30.4	29.4	24.3	19.6	17.6	21.3	33.7	23.4	16.28	21.31	23.87
			YTD													
BV78b	Speed of processing - changes of circumstances for HB/CTB claims	9 days	Month	4.9	6	8.9	4.9	4.7	5.5	4.0	4.3	14.5	6.3	7.37	1.77	6.095
			YTD													
BV109a	Processing of planning apps: Major Applications (within 13 weeks)	89%	Month	100.00%	50.00%	100.00%	100.00%	93.33%	100.00%	100.00%	100.00%	100.00%	100.00%	100%	100%	98%
			YTD													
BV109b	Processing of planning apps: Minor Applications (within 8 weeks)	82%	Month	100.00%	90.00%	92.86%	83.33%	100.00%	100.00%	91.67%	100.00%	75.00%	91.67%	92.31%	91.67%	91.33%
			YTD													
BV109c	Processing of planning apps: Other Applications (within 8 weeks)	91%	Month	97.96%	97.30%	100.00%	92.11%	97.83%	97.14%	97.44%	90.00%	96.67%	100.00%	100.00%	94.87%	96.74%
			YTD													
BV218a	Abandoned vehicles - % investigated within 10 working days	95%	Month	100.00%	100.00%	100.00%	100.00%	97.00%	100.00%	98.00%	100.00%	100.00%	96.43%	100.00%	100.00%	99.29%
			YTD													
LI/DC/DCE/004	Percentage of delegated decisions (Officers)	86.50%	Month	96.83%	100.00%	96.49%	90.91%	97.83%	98.00%	96.61%	81.82%	91.84%	92.50%	104.55%	97.06%	94.66%
			YTD													
LI/DC/DCE/007	Planning Enforcement - Informing complainant within 21 days	95%	Month	85.71%	85.29%	82.86%	84.38%	84.91%	73.68%	92.31%	95.45%	100.00%	85.70%	97.06%	100.00%	88.83%
			YTD													
LI/IC/CSC/002	Percentage of abandoned calls	8.50%	Month	6.2%	8.8%	8.0%	10.2%	13.1%	4.3%	3.4%	1.4%	1.4%	1.4%	1.8%	6.5%	5.5%
			YTD													
LI/LS/LCC01	Percentage of all Local Land Searches completed in 10 working days	95%	Month	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
			YTD													
LI/CC/01	Number of reported missed bins per annum	3500	Month	1200	1021	841	1331	766	615	544	609	400	496	406	430	8659
			YTD	1200	2221	3062	4393	5159	5774	6318	6927	7327	7823	8229	8659	
Reported missed bins monthly value		-291		291	292	292	291	292	292	291	292	292	291	292	292	3500
LI/TBC/02	Proportion of Major Planning Applications overturned at appeal	10%	Month	0%	0%	29%	0%	0%	25%	0%	11%	33%	33%	0%	0%	11%
			YTD													
NI 191	Residual domestic waste per household	475 kgs (40)	Month	46.4	46.4	40.5	43.8	40.4	40.3	42.6	38.1	40.2	47.3	37.8	41.9	505.5
			YTD													
NI 192	Percentage of household waste sent for reuse, recycling and comp	38%	Month	35.12%	37.40%	38.51%	41.20%	36.76%	38.40%	36.58%	35.83%	34.89%	32.53%	33.62%	39.22%	36.33%
			YTD													
MONTHLY INDICATOR RESULTS (x18) YEAR TO DATE MONTHLY TOTAL				14G 4R 0A	11G 5R 2A	13G 4R 1A	13G 5R 0A	12G 4R 2A	14G 3R 1A	14G 2R 2A	13G 4R 1A	11G 6R 1A	12G 5R 1A	16G 2R 0A	15G 2R 1A	

KPI Ref	Quarterly Performance Indicators CUMMULATIVE YEAR TO DATE RESULT	Target 25/26	Q1	Q2	Q3	Q4	2025/2026 Outcome
LI/ICT/0006	Website engaged sessions	99%	100%	100%	100%	100%	100%
BV79b(i)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	80%	104.1%	100.3%	72.49%	99%	94.01%
LI/CSC/003	Complaints responded to within 10 working days	90%	95.8%	82.4%	87.2%	91%	89.10%
NI188	Planning to Adapt to Climate Change	3	3	3	3	3	3
LI/EH/001	Percentage of Planning consultations responded to in 21 days	80%	97.12%	100%	100%	97%	98.53%
LI/EH/002	Food Hygiene – The percentage of food inspections completed that were due.	90%	96.15%	100.00%	93.00%	100%	97.29%
LI/IA/005	Audit recommendations implemented	95%	100%	100%	100%	100%	100%
LI/CEL/002	Percentage of beach huts occupied	75%	100%	100%	100%	100%	100%
LI/PAR/003	Percentage of disabled parking bay applications processed within 3 months	95%	100%	100%	100%	100%	100%
LI/PAR/001	Civil enforcement officer accuracy rate	98%	98.81%	98.97%	99.07%	99.48%	99.08%
Quarterly Indicators (x10) YEAR TO DATE Quarterly Total			10G 0R 0A	9G 1R 0A	8G 1R 1A	10G 0R 0A	

4. Year-End outcome: Monitored Performance indicators (MPIs) –monitored for context and information.

MPI Ref	Monthly Performance Indicators CUMMULATIVE YEAR TO DATE RESULT	Q1 (Apr, May, Jun)			Q2 (Jul, Aug, Sep)			Q3 (Oct, Nov, Dec)			Q4 (Jan, Feb, Mar)			25/26 Outcome
NI 156	Number of households living in temporary accommodation	268	269	273	282	279	282	293	292	300	315	329	322	292
BV12a	Long-term working days lost due to sickness absence (YTD)	0.17	0.51	0.76	1.07	1.22	1.12	1.56	1.84	2.43	2.69	3.22	3.66	3.66
LI/CC/MON16	% of fly-tipping incidents attended to within 10 working days	100%	95%	100%	98.32%	99%	100%	100%	100%	100%	96.67%	97%	96%	98.49%
LI/EC/MON10	Swale Means Business – Website analytics	29	59	44	29	124	44	35	19	24	30	39	28	42.00
LI/EC/MON28	Swale VCS – Number of enquiries received	2	3	24	25	13	9	19	13	8	21	34	1	14.33
LI/HO/MON9	Rough Sleepers in Accommodation	25	27	29	22	19	21	25	26	21	20	19	19	22.75
LI/DC/DCE/006	Percentage of planning applications refused	12.70%	8.16%	8.77%	10.91%	8.96%	6.00%	5.80%	21.82%	12.24%	10.0%	8.70%	14.71%	10.79%

MPI Ref	Quarterly MPis – Monitored Performance Indicators, Monitored for context and information	Target 25/26	Q1	Q2	Q3	Q4	25/26 Outcome
NI155	Number of affordable homes delivered (total year to date)	133.25	35	63	118	199	199
LI/CSC/006	Proportion of complaints escalating from Stage 1 (Service Unit) to Stage 2 (Chief Executive)	7.50%	4.00%	4.00%	11.00%	10.00%	7.25%
CSP1819/0006	All crime per 1000 population	94.75%	94.70%	93.80%	91.90%	85.50%	91.48%
LI/HO/MON7	Percentage of households who secured accommodation for 6+ months when prev. duty ended	74.25%	64.00%	63.00%	65.00%	58.00%	62.50%
LI/HO/MON8	Percentage of households who secured accommodation at the end of relief duty	32.75%	21.00%	47.00%	30.00%	38.00%	34.00%
LI/EC/MON33	Safeguarding training (% of training modules completed)	83.60%	81.05%	80.55%	82.82%	82.20%	81.66%
LI/CEL/001	No. of visits to Council owned or supported leisure centres	415,000	140,402	126,874	93,049	74,870	435,195
LI/CSC/001	% of contacts transacted digitally compared to other methods of contact to Customer Services	66.25%	70.00%	69.00%	73.00%	68.00%	70.00%

2026/27 Performance Indicator Review
Period: 2026/27

Appendix II

Proposed Performance Indicator (PI) changes – summary

PI reference	PI name	What's proposed	Team	PI type	Change type	Notes
LI/CC/01	Number of reported missed bins per annum	Change to the number per year, proposed to be changed to 75/100,000 missed bins	Waste	KPI	Change	N/A
LI/ICT/0006	Website availability	Removal of this indicator and replacement with the two indicators referenced below	Comms/ICT	MPI	Removal	N/A
LI/WE/001	Website engaged sessions	To replace 'website availability', this indicator would measure website visits lasting longer than 10 seconds	Comms	MPI	New	This will be monitored for context and information only.
LI/SM/001	Social media reach	Social media metrics	Comms	MPI	New	This will be monitored for context and information only.

BV8	Percentage of invoices paid within time	To increase the % target from 91% to 93%	Finance	KPI	Change	Amended target figure
LI/FOI/001	FOI/EIR compliance rate (%)	This indicator will measure the percentage of Freedom of Information Act 2000 and Environmental Information Regulations 2004 requests responded to within the statutory 20-working-day deadline. The target is 95%	Information Governance	MPI	New	FOI and EIR requests have not been measured in recent years' reports. As responding to these requests is a statutory function, it is recognised that reporting FOI/EIR compliance is suited to being included within this report as best practice.
SZ BV9	Percentage of Council Tax collected	To update the percentages for council tax for 2026/27: target per month – • 9.6 • 18.80 • 27.90 • 36.80 • 45.60 • 54.40 • 63.20 • 71.90 • 80.60 • 89.30 • 92.7 • 95	Revenues and Benefits	KPI	Change	To update figures for the next financial year.

PI type: use **KPI** for Key Performance Indicator and **MPI** for Monitored Performance Indicator (no target). Change type: use **New** for a new PI, **Change** for amendments to an existing PI (e.g., definition/target/frequency/owner), and **Delete** for proposed removal.