

Growth, Environment and Transport Performance Dashboard

Financial Year 2025/26

Results up to end of March 2026

Produced by Kent Analytics

Guidance Notes

RAG RATINGS

Results in this report show either quarterly data or Year to Date (YTD) values.

GREEN	Target has been achieved
AMBER	Floor Standard* achieved but Target has not been met
RED	Floor Standard* has not been achieved

*Floor Standards are the minimum performance expected and if not achieved must result in management action

Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating; instead, they are compared with previous year or tracked within an expected range represented by Upper and Lower Expectations. The Alert provided for Activity Indicators is whether they are in expected range or not. Results can either be in expected range (**In Line**) or they could be **Above** or **Below**.

Key Performance Indicators Summary

Economy	RAG
EC05: Number of homes brought back to market through No Use Empty	GREEN
EC10: Businesses assisted via Kent and Medway Growth Hub contract	GREEN
EC11: Businesses assisted through intensive support provided via the Growth Hub contract	AMBER
EC12: Number of visitor economy businesses supported*	N/a*
EC13: Number of inward investment projects secured*	N/a*
EC14: Number of jobs created or safeguarded*	N/a*
EC15: Amount of loan funding awarded to local SMEs by the Kent & Medway Business Fund	GREEN
EC16: Number of people supported to access employment by the Connect to Work programme	RED
EC17: Number of people supported with upskilling through a Skills Bootcamp programme	GREEN
EC18: Number of new people receiving entrepreneurship mentoring support from Kent Foundation	GREEN

* Following the closure of Visit Kent and Locate in Kent in September 2025, KCC is no longer able to report on these KPIs. A new delivery model, with in-house visitor economy and inward investment functions and a new Brand Kent team, is now in place with new KPIs for 2026/27 reporting.

Libraries, Registrations and Archives (LRA)	RAG
LRA06: Customer satisfaction with Registration Services	GREEN
LRA15: Total number of customers attending events in Libraries and Archives	GREEN
LRA17: Number of volunteer hours adding extra value to the LRA service	GREEN
LRA12: Customer satisfaction with libraries	GREEN
LRA13: Customer satisfaction with archives	GREEN

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Community Protection	RAG
CST02: % of Lessons Learnt Domestic Homicide Review attendees rating the event as good or better	GREEN
CST03: Percentage of service users who report feeling safer due to warden support	GREEN
COR02: Coroners' inquests held within 12 months of the date on which the coroner is notified of the death	GREEN
KSS02: Percentage of priority 1 food, feed and consumer products sample tests reported to clients within 5 working days	AMBER
KSS03: Percentage of independent proficiency tests rated as "good" or "satisfactory"	GREEN
TS05: Number of residents attending safeguarding from financial abuse presentation meetings	GREEN
TS06: Completed visits carried out by Trading Standards to higher-risk premises	GREEN
TS07: Number of engagements with businesses and partners aimed at preventing age restricted sales and reducing youth harm	GREEN

Innovation & Business Intelligence	RAG
CP01: Percentage of the most vulnerable victims of scams recorded on the National Scams Hub supported by Public Protection	GREEN
CP02: Percentage of trader applications to the 'Trading Standards Checked' scheme processed within 10 working days	GREEN

Planning Applications	RAG
PAG01: Percentage of planning applications determined to meet DLUHC performance standards	GREEN
PAG02: Percentage of statutory planning consultee responses submitted to the local planning authority within 21 days (Minerals & Waste)	GREEN

Strategic Development and Place	RAG
DC08: Developer contributions secured against total contributions sought (section 106)	AMBER
PROW14: Percentage of Public Rights of Way (PRoW) faults reported online	AMBER
PROW16: Median number of days to resolve priority faults on public rights of way network (rolling 12-months)	GREEN

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Highways & Transportation	Monthly RAG	YTD RAG
HT01 : Reported potholes repaired in 28 calendar days (routine works not programmed)	AMBER	GREEN
HT02 : Enquiries requiring a response, responded to within 28 days lic completed in 28 calendar days	RED	RED
HT08 : Emergency incidents attended to within 2 hours	RED	AMBER
HT12 : Streetlights, illuminated signs and bollards repaired in 28 calendar days	GREEN	GREEN
DT01 : Percentage of highway enquiries reported through the online fault reporting tool Highways Maintenance completed online	GREEN	GREEN
DT03 : Percentage of concessionary bus pass applications completed online	GREEN	GREEN
DT04 : Percentage of speed awareness courses booking completed online	GREEN	GREEN

Environment & Circular Economy	RAG
WM01 : Municipal waste recycled and composted	AMBER
WM11 : Municipal waste diverted from landfill	GREEN
WM03 : Waste recycled and composted at HWRCs	GREEN
WM08 : Overall score for mystery shopper assessment of HWRCs	GREEN
WM10 : Customer satisfaction with HWRCs	GREEN
EW2 : Greenhouse Gas emissions from KCC estate (excluding schools)	GREEN
EW1 : Percentage of statutory planning consultee responses submitted within 21 days	GREEN

Appendix 1

Division	Director	Cabinet Member
Growth & Communities - Economy	Stephanie Holt-Castle	David Wimble

Ref	Performance Indicators	Mar-25 (Q4)	Jun-25 (Q1)	Sep-25 (Q2)	Dec-25 (Q3)	Mar-26 (Q4)	RAG	Target	Floor
EC05	Number of homes brought back to market through No Use Empty (rolling 12 months)	449	391	400	401	443	GREEN	400	360
EC10	Businesses assisted via Kent and Medway Growth Hub contract (Year to Date)	797	209	560	1,035	1,291	GREEN	1,236	1,051
EC11	Businesses assisted through intensive support provided via the Growth Hub contract (Year to Date)	79	22	37	71	109	AMBER	112	95
EC12	Number of visitor economy businesses supported (Cumulative from start of project 1.11.24)	390	468	468	*		N/a*	400	360
EC13	Number of inward investment projects secured (Cumulative from start of project 1.11.24)	18	24	26			N/a*	25	20
EC14	Number of jobs created or safeguarded (Cumulative from start of project 1.11.24)	379	840	1,280			N/a*	895	716

* Following the closure of Visit Kent and Locate in Kent in September 2025, KCC is no longer able to report on these KPIs. A new delivery model, with in-house visitor economy and inward investment functions and a new Brand Kent team, is now in place with new KPIs for 2026/27 reporting.

Appendix 1

Division		Director				Cabinet Member			
Growth & Communities - Economy		Stephanie Holt-Castle				David Wimble			
Ref	Performance Indicators (quarterly figures are cumulative)	Mar-25 (Q4)	Jun-25 (Q1)	Sep-25 (Q2)	Dec-25 (Q3)	Mar-26 (Q4)	RAG	Target	Floor
EC15	Amount of loan funding awarded to local SMEs by the Kent & Medway Business Fund (Year to Date)	New KPIs in 2025/26	£1.97m	£2.30m	£2.84m	£3.8m	GREEN	£3m	£2m
EC16	Number of people supported to access employment by the Connect to Work programme - Kent only (Year to Date)		*	271	514	747	RED	1,210	847
EC17	Number of people supported with upskilling through a Skills Bootcamp programme (Year to Date)		210	300**	500	GREEN	500	350	
EC18	Number of new people receiving entrepreneurship mentoring support from Kent Foundation (Year to Date)		12	31	39	63	GREEN	60	50

* The Connect to Work and Skills Bootcamp programmes did not go live until Quarter 2, so there was no reporting for Quarter 1.

** This figure has been updated from that previously reported which was incorrect

EC16 – The Connect to Work (CTW) Programme provides supported employment through two models: Individual Placement & Support (IPS), which accounts for 75% of delivery, and the Supported Employment Quality Framework (SEQF), which accounts for 25%.

Whilst SEQF performance was strong, reaching 98% of its 2025/26 target during year one due to the existing in-house expertise of the delivery partner (The Education People - TEP), IPS was a new model and delivery was affected by the need to recruit and train a new team within TEP.

Although the formal KPI was not achieved, the Kent & Medway programme was among the top five delivery areas nationally (out of 41) for number of referrals, programme starts, first and higher threshold earnings (job outcomes) reported during year one.

Performance has now improved with April 2026 starts exceeding the monthly target with future performance expected to continue at this level.

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Division	Director	Cabinet Member
Growth & Communities – Libraries, Registrations and Archives	Stephanie Holt-Castle	Richard Palmer

Quarterly KPIs

Ref	Performance Indicators	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	RAG	Target	Floor
LRA06	Customer satisfaction with Registration Services	96%	96%	97%	97%	96%	GREEN	96%	91%
LRA15	Total number of customers attending events in Libraries and Archives	60,907	57,292	70,932	53,239	58,620	GREEN	50,500	45,400
LRA17	Number of volunteer hours adding extra value to the LRA service	7,992	8,342	8,743	8,576	8,794	GREEN	7,900	7,200

Mar-26 (Q4): LRA06 – 1,503 customers were surveyed, 1,446 were satisfied.

Annual KPIs

Ref	Performance Indicators	2021/22	2022/23	2023/24	2024/25	2025/26	RAG	Target 2025/26	Floor 2025/26
LRA12	Customer satisfaction with libraries	94%	94%	95%	95%	95%	GREEN	94%	90%
LRA13	Customer satisfaction with archives	97%	98%	100%	98%	96%	GREEN	96%	91%

2025/26: LRA12 – 7,910 surveyed, 7,542 satisfied

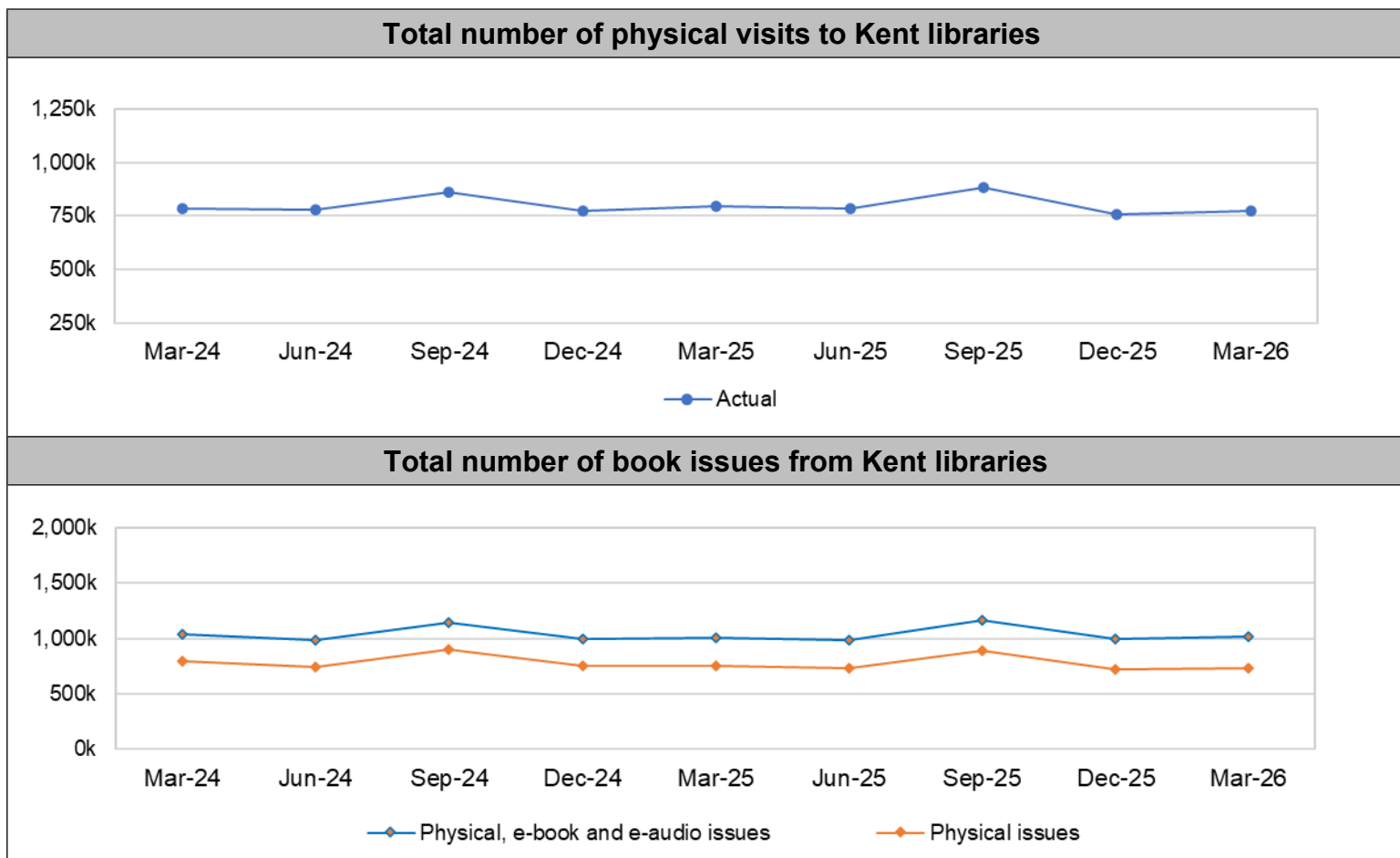
2025/26: LRA13 – 134 surveyed, 129 satisfied

Activity indicators (Quarterly)

Ref	Activity Indicators (Quarterly totals)	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Value vs Expected	Expected Activity	
								Upper	Lower
LRA01	Number of visits to libraries (including mobiles) (000s)	797	787	884	755	773	In line	799	759
LRA02b	Physical, e-book and e-audio issues (000s)	1,009	983	1,160	992	1,015	In line	1,056	1,003
LRA04	Number of wedding, civil partnership and citizenship ceremonies carried out by KCC Officers	915	2,165	2,821	1,501	935	In line	1,000	900
LRA25	Number of archive enquiries answered	New Indicator	2,329	2,269	1,768	2,512	Above	1,900	1,800

LRA25 – Although remote enquiries have remained steady for Quarter 4, with just two fewer enquiries made remotely than in the same period in 2024/25, enquiries in the Archive Search Room have increased by 4% in comparison with Quarter 4 2024/25. Archive customers are increasingly showing a preference for visiting the Archive search room in person and using the documents themselves. March 2026 was particularly busy, with 322 bookings, the highest number in one month to date post-Covid. This, coupled with the continued outreach work from the team to promote the collections, including the increasingly popular lunchtime talks, has resulted positively in much higher figures than anticipated, not only in Quarter 4 but across the year.

Division	Director	Cabinet Member
Growth & Communities – Libraries, Registrations and Archives	Stephanie Holt-Castle	Richard Palmer



Appendix 1

Division	Director	Cabinet Member
Growth & Communities – Community Protection	Stephanie Holt-Castle	Richard Palmer

Ref	Performance Indicators	Mar-25 (Q4)	Jun-25 (Q1)	Sep-25 (Q2)	Dec-25 (Q3)	Mar-26 (Q4)	YTD 25/26	YTD RAG	Target	Floor
CST02	Percentage of Lessons Learnt Domestic Homicide Review (DHR) Seminar attendees rating the event as Good or better.	100%	98%	*	100%	100%	99%	GREEN	90%	81%
CST03	Percentage of service users who report feeling safer due to warden support	95%	74%	90%	82%	96%	82%	GREEN	70%	65%
COR02	Coroners' inquests held within 12 months of the date on which the coroner is notified of the death	New KPI in 2025/26	95%	94%	92%	93%	94%	GREEN	75%	65%

* No seminars were held.

2025/26: CST02 – 360 reviews, 356 rated events as good or better.

2025/26: CST03 – 184 surveys were returned, 151 responses indicated the service user felt safer.

2025/26: COR02 – 934 inquests held, 873 held within 12 months of notification of death.

Division	Director	Cabinet Member
Growth & Communities – Community Protection	Stephanie Holt-Castle	Richard Palmer

Ref	Performance Indicators	Mar-25 (Q4)	Jun-25 (Q1)	Sep-25 (Q2)	Dec-25 (Q3)	Mar-26 (Q4)	YTD 25/26	YTD RAG	Target	Floor
KSS02	Percentage of priority 1 food, feed and consumer products sample tests reported to clients within 5 working days	96%	91%	89%	93%	87%	90%	AMBER	93%	88%
KSS03	Percentage of external independent proficiency tests rated as “good” or “satisfactory” with a statistical Z score of 2 or less.	79%	89%	83%	80%	86%	85%	GREEN	75%	67%
TS05	Number of residents attending safeguarding from financial abuse presentation meetings	New KPIs in 2025/26	337	478	310	406	1,532	GREEN	1,500	1,320
TS06	Completed visits carried out by Trading Standards to higher-risk premises		104	95	115	131	445	GREEN	180	120
TS07	Number of engagements with businesses and partners aimed at preventing age restricted sales and reducing youth harm		299	228	103	41	671	GREEN	480	420

2025/26: KSS02 – 2,974 samples tested, 2,681 reported within 5 working days.

2025/26: KSS03 – 234 tests rated, 198 rated as good or satisfactory.

KSS02 – We first introduced this KPI and target in 2025/26, which has shown that the target was set at a very challenging level. Throughout the year, the team has worked to improve process times, including developing an in-house method for precise testing to reduce the need to send products to a partner laboratory. However, the volume of Priority 1 tests has increased significantly due to a growing customer base, which has had a small impact on performance. Therefore, we propose reducing the target to 90% and the floor standard to 85% for 2026/27.

Division	Director	Cabinet Member
Growth & Communities – Innovation & Business Intelligence	Stephanie Holt-Castle	Richard Palmer

Ref	Performance Indicators	Mar-25 (Q4)	Jun-25 (Q1)	Sep-25 (Q2)	Dec-25 (Q3)	Mar-26 (Q4)	YTD 25/26	YTD RAG	Target	Floor
CP01	Percentage of the most vulnerable victims of scams recorded on the National Scams Hub supported by Community Protection	*	100%	100%	*	*	100%	GREEN	90%	80%
CP02	Percentage of trader applications to Community Protection's 'Trading Standards Checked' scheme processed within 10 working days (<i>excluding those requiring enhanced checks by external organisations</i>).	100%	100%	100%	100%	100%	100%	GREEN	100%	90%

* No additional victims recorded

2025/26: CP01 – 4 people supported.

2025/26: CP02 – 385 trader applications processed, 272 were within 10 working days.

Appendix 1

Division	Director	Cabinet Member
Growth & Communities – Planning Applications	Stephanie Holt-Castle	Jamie Henderson

Ref	Performance Indicators	Mar-25 (Q4)	Jun-25 (Q1)	Sep-25 (Q2)	Dec-25 (Q3)	Mar-26 (Q4)	YTD 25/26	YTD RAG	Target	Floor
PAG01	Percentage of planning applications determined to meet DLUHC performance standards	100%	100%	100%	100%	100%	100%	GREEN	100%	90%
PAG02	Percentage of statutory planning consultee responses submitted to the local planning authority within 21 days (Minerals & Waste)	84%	92%	100%	98%	100%	97%	GREEN	90%	80%

2025/26: PAG01 – 145 planning applications, all of which met Ministry of Housing, Communities and Local Government performance standard.

2025/26: PAG02 – 294 responses, 285 of which were within 21 days.

Division	Director	Cabinet Members
Growth & Communities – Strategic Development & Place	Stephanie Holt-Castle	David Wimble, Richard Palmer

Ref	Performance Indicators	Mar-25 (Q4)	Jun-25 (Q1)	Sep-25 (Q2)	Dec-25 (Q3)	Mr-26 (Q4)	YTD 25/26	YTD RAG	Target	Floor
DC08	Developer contributions secured against total contributions sought (section 106)	95.3%	100%	96.9%	97.7%	89.7%	92.6%	AMBER	98%	85%
PROW14	Percentage of Public Rights of Way (PRoW) faults reported online	88%	87%	85%	88%	87%	87%	AMBER	92%	86%
PROW16	Median number of days to resolve priority faults on public rights of way network (rolling 12-month figure)	8	14	9	8	8	N/A*	GREEN	10	15

* No Year-to-Date figure as this is a Rolling 12-month indicator

2025/26: DC08 - £40.9m secured.

2025/26: PROW14 – 6,226 faults reported, 5,404 were online.

2025/26: PROW16 – 179 priority faults resolved.

DC08 – The main reason the target has not been reached over the year, is due to financial viability issues at a number of sites, particularly at a large development at Court Lodge in Ashford in Quarter 4.

PROW14 – The target remains a deliberately challenging one which has increased over time as performance has improved. However, there remains a number of people who prefer to use other means to contact the council regarding public rights of way issues, rather than go online.

Division	Corporate Director	Cabinet Member
Highways & Transportation	Simon Jones	Peter Osborne

Key Performance Indicators

Ref	Indicator description	Dec-25	Jan-26	Feb-26	Mar-26	Month RAG	Year to Date	YTD RAG	Target	Floor	Prev. Yr
HT01	Reported potholes repaired in 28 days, of those becoming due	95%	95%	94%	87%	AMBER	91%	GREEN	90%	80%	96%
HT02	All enquiries requiring a response, responded to within 28 days	85%	80%	70%	66%	RED	76%	RED	90%	80%	88%
HT08	Emergency incidents attended to within 2 hours	98%	92%	93%	93%	RED	95%	AMBER	98%	95%	97%

Activity Indicators

Ref	Indicator description	Dec-25	Jan-26	Feb-26	Mar-26	Year to Date	In expected range?	<u>Expected Range</u> Upper Lower	
HT01b	Number of potholes due to be repaired in the month	2,011	1,793	2,970	4,423	22,777	Above	15,200	9,900
HT02b	Enquiries reported by the public due for completion in 28 calendar days	3,769	3,480	9,837	13,367	63,731	Yes	64,000	49,500
HT08b	Emergency incidents attended in the month	220	732	611	310	3,337	Above	2,880	1,920

HT01 - The number of potholes requiring repair vastly exceeded expected levels across Quarter 4, at 9,186 compared to 6,515 in the same quarter last year. Despite this very high demand, the target was only missed in March by 3 percentage points. This performance was aided by KCC Highways staff who are now able to address minor and urgent repairs directly, along with additionally allocated resources.

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HT02 - Performance fell across Quarter 4 as we saw the highest quarterly incoming enquiry demand in over 10 years. Due to the overwhelming volume, services and service managers worked to address high priority enquiries as efficiently as possible and continue to hold monthly performance meetings to improve performance.

HT08 - The number of emergency incidents exceeded expectations across Quarter 4, as we saw multiple concurrent events occurring. Due to the high number and simultaneous emergencies, teams fell short of the floor standard by 2-3 percentage points each month. From May, our new Highway Term Maintenance Contract (HTMC) commenced with Ringway, who have recognised the importance of this measure and will work with KCC to get performance back on track.

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Division	Corporate Director	Cabinet Member
Highways & Transportation	Simon Jones	Peter Osborne

Key Performance Indicators

Ref	Indicator description	Dec-25	Jan-26	Feb-26	Mar-26	Month RAG	Year to Date	YTD RAG	Target	Floor	Prev. Yr
HT12	Streetlights, illuminated signs and bollards repaired within timescale*	94%	84%	90%	99%	GREEN	94%	GREEN	90%	80%	93%
DT01	Percentage of highway enquiries reported by the public using our online fault reporting too	68%	77%	84%	73%	GREEN	72%	GREEN	65%	60%	68%
DT03	Percentage of concessionary bus pass applications completed online	83%	81%	81%	80%	GREEN	79%	GREEN	75%	65%	77%
DT04	Percentage of speed awareness courses bookings completed online	89%	90%	88%	88%	GREEN	90%	GREEN	85%	75%	89%

* For priority jobs this is 28 calendar days

Activity Indicators

Ref	Indicator description	Dec-25	Jan-26	Feb-26	Mar-26	Year to Date	In expected range?	Expected Range Upper Lower	
HT06	Number of new enquiries requiring further action (total new faults)	5,956	14,914	16,358	8,775	97,423	Yes	106,000	88,600
HT07	Work in Progress (active enquiries/jobs) - end of month snapshot	6,501	10,256	12,475	8,676	N/a	Yes	8,700	6,900
HT13	Street work permit applications and change requests submitted	9,939	11,801	12,102	13,153	142,444	Yes	165,700	135,500

Division	Corporate Director	Cabinet Member
Environment & Circular Economy	Simon Jones	Jamie Henderson

Key Performance Indicators - Rolling 12 months except WM08 (Quarterly) and WM10 (Half-yearly)

Ref	Indicator description	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	RAG	Target	Floor
WM01	Municipal waste* recycled and composted	42%	42%	42%	43%	43%	AMBER	50%	42%
WM11	Municipal waste diverted from landfill	99.1%	99.4%	99.6%	99.6%	99.6%	GREEN	99%	95%
WM03	Waste recycled and composted at Household Waste Recycling Centres (HWRCs)	51%	51%	50%	52%	53%	GREEN	50%	45%
WM08	Overall score for mystery shopper assessment of Household Waste Recycling Centres	97%	97%	97%	97%	97%	GREEN	97%	90%
WM10	Customers satisfied with HWRCs	No Survey	97%	No Survey	96%	No Survey	GREEN	95%	90%

* Municipal waste is collected by Districts, and by KCC via HWRCs.

WM01 – The 50% target for this KPI is set out in the Kent Joint Municipal Waste Management Strategy agreed by the Kent Resource Partnership (KCC and district councils). Statutory ‘Simpler Recycling’ requirements for municipal waste came into force in March 2026, with further requirements for flexible plastics from 2027, it is anticipated that these changes will support a gradual increase in recycling rates as Waste Collection Authorities implement compliant services.

Division	Corporate Director	Cabinet Member
Environment & Circular Economy	Simon Jones	Jamie Henderson

Activity Indicators (Rolling 12 months)

Ref	Indicator description	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	In expected range?	Expected Range	
								Upper	Lower
WM05	Waste tonnage collected by District Councils	560,878	554,940	553,347	554,427	558,360	Yes	570,000	550,000
WM06	Waste tonnage collected at HWRCs	113,947	115,688	116,172	118,129	118,437	Yes	125,000	105,000
05+06	Total waste tonnage collected	674,825	670,628	669,519	672,556	676,797	Yes	695,000	655,000
WM12	Household residual (non-recyclable) waste (Kg/HH)	528	522	521	517	515	Below	530	525
WM13	Reuse at the Household Waste Recycling Centres (HWRCs)	152	156	181	202	199	Yes	450	150

WM12 – Lower than expected residual waste per household is a positive sign, as this means less non-recyclable waste is being produced per household.

Division	Corporate Director	Cabinet Member
Environment & Circular Economy	Simon Jones	Jamie Henderson

Key Performance Indicator (rolling 12-month total, reported one Quarter in arrears)

Ref	Indicator description	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	RAG	Target	Floor
EW2	Greenhouse Gas emissions from KCC's overall estate and operations (excluding schools) in tonnes	10,323	10,388	10,252	9,613	9,290	9,342	GREEN	9,756	10,732

EW2 – The greenhouse gas emission target for Quarter 3, 2025/26 has been met with total greenhouse gas emissions of 9,342 tCO₂e compared to a target of 9,756 tCO₂e.

Although the target for Quarter 3 has been met, there has been an overall increase in emissions of 1.1% compared to the previous quarter. This is mainly due to heating fuel consumption now being reported more fully, meaning future reporting will be more accurate.

Key Performance Indicators (monthly)

Ref	Indicator description	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	YTD 25/26	YTD RAG	Target	Floor
EW1	Percentage of statutory planning consultee responses submitted within 21 days	94%	97%	93%	91%	92%	92%	GREEN	90%	80%