Agenda Item No:	
Report To:	Overview and Scrutiny Committee Cabinet
Date of Meeting:	Tuesday 25th November 2025 Thursday 9th October 2025
Report Title:	Performance Report, Quarter 1 2025/26
Report Author: **Job Title:**	Natalie Sloan Performance and Insights Officer
Portfolio Holder: **Portfolio Holder for:**	Cllr. Heather Hayward Performance and Direction

Summary:	This report summarises performance against the council's suite of Key Performance Indicators (KPIs) set out in the Borough Plan 2024-28, for the Quarter 1 period 2025/26. This report pulls from across council services the information necessary to reflect the quarterly KPIs. Representing these in the four themes of the Borough Plan, that of Planet, People, Place and the council's Underlying Principles. In addition to surrounding narrative for specific KPIs where available, this report highlights some of the key actions over the quarter where relevant to the themes of the Borough Plan.

Key Decision:	No
Significantly Affected Wards:	None
Recommendations:	**Overview and Scrutiny** **The Cabinet is recommended to:-** **I. Consider the performance data for Quarter 1 2025/26**
Policy Overview:	Performance measures reflect the objectives and priorities of The Borough Plan 2024-28. This quarterly Performance Report acts as an opportunity to monitor the progress made by the council against the Borough Plan.
Financial Implications:	None

Legal Implications:	None
Equalities Impact Assessment:	Not required as the report presents information on past council performance and does not recommend any change to council policy or new action.
Data Protection Impact Assessment:	Not required
Risk Assessment (Risk Appetite Statement):	Not required
Sustainability Implications:	None
Other Material Implications:	None
Exempt from Publication:	**No**
Background Papers:	**The Borough Plan 2024 – 2028**
Contact:	Natalie.sloan@ashford.gov.uk – Tel: (01233) 330208

Agenda Item No.

Report Title: Performance Report, Quarter 1 2025/26

Introduction and Background

1. This is the fifth quarterly performance report produced since Our Plan for the Borough (known as the Borough Plan) 2024 – 2028 was presented to Cabinet in July 2024, and the first quarterly performance report of 2025/2026.

2. A number of measures continue to undergo revision and as such there may be some changes to the measures in future quarterly performance reports. For example, Ashford Port Health measures are still in development, however, in this period, an indication of the percentage of available income received is illustrated as a performance measure.

3. This is the first report to present new measures from both the Environment, Property and Recreation and Health and Wellbeing services, following a KPI review. The new measures are listed in the table below by service, with full details set out in their respective themes at Appendix A.

Service	KPI
Health and Wellbeing	KPI.PLANET.014 EVCP usage - number of sessions
Health and Wellbeing	KPI.PLACE.026 Percentage of parking transactions that are cashless (Ashford)
Health and Wellbeing	KPI.PLACE.027 Percentage of parking transactions that are cashless (Tenterden)
Environment, Property and Recreation	KPI.UP.019 Garages Vacancy Rate
Environment, Property and Recreation	KPI.UP.020 Allotment Vacancy Rate

4. Two new commercial property KPIs have been introduced (KPI.PLACE.028 Commercial Property - Invoiced vs Budget and KPI.PLACE.029 Commercial Property - Collected Against Invoiced). These KPIs replace KPI.PLACE.006 Contribution to budget commercial investments and provide a clearer indication of how the commercial portfolio is performing.

5. Following a review of its relevance, KPI.PLACE.007 Vacancy rates (in our corporate property) has been discontinued. Although some units were not actively operating, there were current lease agreements in place. It was felt that this information could be misleading and the new commercial property KPIs had more relevance.

6. Any further changes will be highlighted in any following reports for transparency purposes.

Current Position

7. The Borough Plan is the council's corporate plan. It describes in strategic terms the council's priorities for the period. It is from this plan, the council's policies and strategies, operational plans as well as teams and officer's objectives flow.

8. The vision of the Borough Plan: To make Ashford a place where people, business and nature can collectively thrive, is supported by three pillars, those of:

9. Planet – Reducing greenhouse gas emissions and creating places for nature will be at the heart of everything we do.

10. People – Listening and serving the Ashford community is our philosophy; we will make best use of available resources to build an equitable and fair society.

11. Place – Planning for the future of our community to make Ashford a place people are pleased to call home and love to visit.

12. These quarterly performance reports seek to provide an opportunity to monitor the council's performance as reflected by these themes.

13. Highlights from the respective themes are summarised below with the **full quarterly Key Performance Indicator suite set out in Appendix A.**

14. As part of our broader performance monitoring objectives and following a meeting with the Corporate Management Team, a performance framework is being developed with the focus on continuous improvement.

15. As well as an increased focus on service level or operational measures this developing framework, focusing on the collection of meaningful, reliable and actionable data, which is often already held within corporate systems, may result in alterations or additions to the current KPI suite.

16. Any impact on the KPI suite will be highlighted and explained in future performance periodic reports.

Planet

Highlights from the Quarter

17. **Ashford Borough Council partners with Teratherm Energy to pioneer innovative decarbonisation technology at Julie Rose Stadium**

As part of Ashford Borough Council's commitment to achieving net zero emissions across its assets by 2030, it has chosen a new renewable system to replace the gas installation reaching the end of its life at Julie Rose Stadium. The council have announced its collaboration with Teratherm Energy, a local company specialising in innovative heat generation technology.

This project, supported by council funding, the Rural England Prosperity Fund, and private investment, aims to decarbonize the council's assets and support the local green economy. The new system, which has been tested in limited domestic scenarios, will be a proof-of-concept at the stadium.

The benefits include lower maintenance, cost savings, higher efficiency, and potential for net zero operation. The project also supports green jobs and skill development in the region.

18. **Ground source heat pump scheme “transforming tenants’ lives” says Ashford Borough Council**

Residents in 74 homes are having their lives changed and bills reduced thanks to ground source heat pumps (GSHP) in Appledore and Charing. The £2.2m scheme is the first time that Ashford Borough Council has installed GSHP heating systems in its residential properties.

The scheme is part of a bigger drive by the council to retrofit around 700 homes with energy-saving measures using Government funding of £5.1m. The money – from the Social Housing Decarbonisation Fund Wave 2 – is bolstered by a £6.2m contribution from the council.

Working with a delivery partner, improvements already delivered over the past 18 months includes cavity wall insulation, external wall insulation, new windows and doors, under floor insulation, air source heat pumps and solar panels.

These measures will cut carbon emissions, help reduce energy demand and reduce energy bills for these residents.

19. **Stour Environmental Credits Ltd making significant progress on nutrient issue**

Since Cabinet approval in September 2024, Stour Environmental Credits (SEC) - the joint venture, not for profit company established by Ashford Borough and Canterbury City Councils - has been incorporated and is now fully operational.

The company’s initial focus is the delivery of nutrient neutrality credits, essential for unlocking housing and other developments while safeguarding the water quality in our region.

After comprehensive market testing, SEC Ltd has awarded it’s first contract with a focus on upgrading septic tanks to package treatment plants, a method selected for its effectiveness and support among stakeholders. Each upgrade will generate measurable reductions in both phosphate and nitrate, with credits allocated for immediate development. First installations are scheduled for the end of 2025, with credits expected to be available for sale to developers in early 2026.

20. **Encouraging residents to recycle food waste**

We all aim to use what we buy, but when food waste is unavoidable, recycling is the next best thing. Despite providing free outdoor food caddies and weekly collections, 53% of our food waste still ends up in the refuse (general) waste stream.

We (as the waste collection authority) are working with Kent County Council (the waste disposal authority) to encourage residents to recycle their food waste.

Using SUEZ and Kent County Council data, we have identified areas with the lowest tonnage of recycling. Approximately 10,000 households will be targeted as part of this campaign. The selected households are spread out across the borough. These residents will receive:

- A helpful food waste recycling guide
- A roll of compostable bin liners
- A sticker placed on their refuse bin if no food caddy is presented on collection day

21. **Solar Together relaunches offering a move to renewable energy**

Residents, businesses and community groups across the Ashford borough and wider Kent can once again come together to invest in renewable energy through a group-buying scheme for solar panels and battery storage.

Solar Together helps participants feel confident they are paying the right price for a high-quality installation from trusted installers. Since the launch of this initiative in 2020, more than 280 solar PV and battery installations have been completed across the Ashford borough.

It is free to register and there is no obligation to go ahead with an installation. Ashford Borough Council is working with Kent County Council, in partnership with iChoosr. As experts in sustainable energy, iChoosr are helping to make the transition to clean energy as cost-effective and hassle-free as possible.

People

Highlights from the Quarter

22. **Ashford Borough Council participating in National Energy Action's Warm Homes Healthy Futures scheme**

Ashford Borough Council has received nearly £79,000 of funding from the leading fuel poverty charity National Energy Action (NEA) to participate in their Warm Homes Healthy Futures scheme.

The scheme, which will run until March 2026, aims to engage with hundreds of residents who have health conditions made worse by the cold, including chronic obstructive pulmonary disease (COPD), asthma, depression and heart disease.

It is open to residents across the Ashford borough, with our Climate and Energy team working with GP practices, hospitals and social care teams to deal with responses and provide case-worker support to the most vulnerable residents to live in warm homes.

23. **Eat Well Spend Less & Wellbeing Roadshow**

Residents in the borough are able to get additional Cost of Living and wellbeing support through the Eat Well Spend Less and Wellbeing roadshows (EWSLW) which are organised by Ashford Borough Council.

Funded by the UK Government Shared Prosperity Fund (UKSPF) and completely free, they provide residents with resources, support and opportunities to thrive in all aspects of living.

The events bring together a range of partner organisations including frontline Kent Community Health NHS Foundation Trust staff and Ashford Borough Council officers, outreach organisations and charities, in one easy-to-access place.

Roadshow in the period took place at Ashford Cinema and Tenterden Leisure Centre, with more planned across the summer.

Place

Highlights from the Quarter

24. **Ashford Town Centre business grants scheme launched**

Ashford Borough Council has relaunched our business grants scheme for Ashford Town Centre. This initiative provides businesses with the opportunity to bring vacant commercial properties back into active use.

Following the recent approval of the new Empty Property Grants Scheme by Cabinet in March 2025, a budget of around £90,000 has been allocated to specifically assist with filling empty units in the town centre.

This initiative builds upon the success of the Ashford Town Centre Support Grants (ATCSG) programme, which operated between October and December 2021. During that period, the council approved 23 grants, including six Empty Property Grants. These grants proved effective in bringing these previously vacant shops back into operation creating ten new jobs.

This new scheme aims to reduce the number of empty properties, support local businesses, and contribute to the prosperity of the town centre.

25. **Harmony Fire wins £3.6m fire safety projects with Ashford Borough Council**

Harmony Fire has secured an additional £2.4m contract with Ashford Borough Council to upgrade fire doors across its residential properties, following an initial £1.2m contract awarded in October.

Both schemes fall under Ashford Borough Council's strategic programme of fire safety upgrades at its property assets across Kent's largest borough, and this latest award encompasses independent living accommodation and multi-storey social and affordable housing blocks.

The council procured this resident fire safety upgrade work through the LHC Public Sector Framework to secure cost and programme efficiencies, which enabled Harmony Fire to mobilise and deliver the first phase in an accelerated five-month period.

This latest win includes the installation of both individual flat, and communal area 30-minute fire rated (FD30) door sets at nine residential blocks across the borough, with work expected to conclude by the middle of the year.

26. **Expanded United Makers of Kent Food & Creative Market**

The ever-popular United Makers of Kent Food & Creative Market in Ashford Town Centre is now even bigger and better than before.

Taking place on the first Saturday of the month, from April. Ashford Borough Council formed a focused group for the market and proposed to improve the existing monthly market set-up, looking at other Kent towns and cities in the process to create a 'Best in Kent' market.

Following that research, the council has allowed for the market to expand to more spaces in the town centre, allowing for an extension of traders to offer more variety to the public to dwell and spend time in the town centre vicinity.

There are over 25 stalls showcasing a wide selection of what local artisans and market stall traders have to offer including food, drink and unique crafts.

27. **The Ashford Food & Drink Festival returned**

The Ashford Food & Drink Festival returned to Ashford Town Centre during the period, as a one-day event on Saturday June 28.

Attendees had the chance to experience mouth-watering flavours and tastes from all over the globe. With the high street lined with food and drink stalls, plus Elwick Place which brought back Ashfood! bringing food, drink and community spirit to the venue.

There was also a special stage put in situ hosting food masterclasses and Radio Ashford's Sam Griffin DJing throughout the day.

In addition to kids' crafts activities (including a cardboard kitchen), there's were pizza making sessions at The Ashford Cinema and eccentric food-based puppetry and street theatre.

Underlying Principles

Highlights from the Quarter

28. **Kent Councils' reactive statement on LGR proposals feedback from Government**

Councils in Kent and Medway have received a response from Government on interim proposals to replace the current system of local government.

The feedback acknowledged the positive partnership working by the 12 borough and district councils, Medway Council and Kent County Council to shape high-quality and sustainable services that best respond to the needs of residents and provide better value for money.

Government welcomed the initial thinking on the options for LGR in Kent and Medway, recognising that proposals are at an early stage and further analysis is planned in the run-up to final submissions in the autumn.

The feedback also included recognition of the geographically important position of Kent as the gateway to Europe, adding that this will necessitate unique considerations for LGR within the Kent and Medway area.

The reorganisation of councils in Kent and Medway will mean councils in their current form will be replaced by unitary authorities with responsibility for all services across a wider geographical area.

There is much more work to be done to build comprehensive business cases for submission by the Government's 28 November deadline.

A key part of that process will be a public awareness campaign to ensure residents and businesses fully understand the potential changes that LGR will bring.

Conclusion

29. The suite of Key Performance Indicators included at Appendix A in this report have been pulled from across services to give a view of the council's current performance reflected in the themes of the Borough Plan.

30. The Performance Indicators will be presented again in the Q2 Annual performance report where a further update will be provided on current performance and any notable changes.

Contact and Email

31. Natalie Sloan – Natalie.sloan@ashford.gov.uk

Appendix A
Performance Report – Quarter 1 2025 – 2026
Borough Plan Themes and Key Performance Measures

Planet
Key Performance Measures - Reported Quarterly

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
KPI.PLANET. 010 Number of organisations committed to active travel plans cycling/ walking	Number of organisations committed to travel plans cycling/ walking	Cycle counters are currently with KCC and they are proposing to provide x2 cycle counters to ABC to measure two key routes both urban and rural. Which will feed into a future KPI KCC and Active Travel England approved £25,000 funding for ABC to expand the current LCWIP. Aecom were appointed as the successful consultants to deliver this project. As part of this project Aecom and ABC Officers will formulate a list of key stakeholders from across community and local groups to officials, and involve and deliver a borough wide plan that reflects the growth in population and links to the new 'borough plan' for healthy communities. Each stakeholder group will be			KCC have provisioned x2 eco-counters and the data will be downloaded to the eco-vision platform - and provide a report to measure the utilisation on the two routes selected, there is also funding from Natural England to support this project. In terms of the expanded local cycling and walking infrastructure plans (LCWIP) the first stakeholder online session is being planned for key stakeholders in the first instance led by Aecom, with Survey HQ being used as an ABC platform to capture the feedback in the proposed routes for the town and wider borough. It is also intended that the Citizens panel is used and Ashford College to capture wider views, which will then link to an in-person event later in the year with more time spent to ensure			ABC received 25k for an expanded LCWIP to include wider areas of the borough. The new expanded borough wide cycling and walking plan will be finalised in November 2025. Info Digest was circulated to all members by democratic services on 09.04.2025 with an overview report on the objectives. This includes key references to the Ashford Green corridor and key planned developments, for example Chilmington, and key rural routes. Issue 213 Issued: 9th April 2025 Information Digest Expanded Local Cycling and Walking Infrastructure Plan Aecom a highly respected travel planning consultancy are undertaking the expanded LCWIP project with all stakeholders being consulted.			

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
		listed as part of the project with their views and involvement captured.			that as much feedback is achieved. Cycle Circle have been funded to deliver; learn to ride sessions for up to 60 new cyclists; cycle refurbishment programmes based at local schools; cycle fix programmes to support local riders; local cycle rides for cyclists to explore Ashford routes.			KCC and Active Travel England have just awarded in June 2025 ABC a further 65k to engage in feasibility studies of 3 rural routes and route 4 consultation with local businesses. ABC is working with cycle circle charity to deliver: Learn to Ride programmes for Adults and Children: Free Bike fixing events; Discovery rides for local people to explore their borough; alongside a bike refurbishment programme. This is aimed to support more access to cycling and target harder to reach communities as programmes are delivered at schools and Victoria park and community centres. KCC have approved two routes to and looking to implement the cycle counters as soon as possible.			
KPI.PLANET. 011	% of borough waste recycled or composted	46%	50%		48% Total for the year	50%		50.2% (June)	50%		Contract change Q1 2024/25 Defra's nationwide recycling league tables - Local authority

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
Recycling Rate											collected waste: annual results tables (Historical) - GOV.UK (www.gov.uk) Waste Services Contract: An update on the performance and communication of the new waste contract with Suez report was presented to O&S in November report available - Report Title:
KPI.PLANET. 012 Refuse Collection Success Rate	% of successful refuse collections per 100,000 refuse collections made.	99.7%	99.96%	✔	99.8%	99.96%	✔	99.94%	99.96%	✔	99.94% covering April-May 2025 Waste data from UK local authorities is reported to WasteDataFlow with statistics available at the following links. WasteDataFlow Waste and recycling statistics
KPI.PLANET. 013 Digital uptake - % of total	Digital uptake - % of total council /% Increase transactions completed	94%	80%	✔	87.63%	80%	✔	89.76%	80%	✔	

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
council /% Increase transactions completed electronically	electronically										

Month	Digital Transactions	Calls	Digital Uptake
Apr 25	50,161	6,055	89.23%
May 25	55,777	5,771	90.62%
Jun 25	52,868	6,279	89.38%

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
KPI.PLANET. 014 EVCP usage - number of sessions		**New Measure**			**New Measure**			865			Q1 total - 865 June 268 May 294 April 301

People

Key Performance measures - Reported Quarterly

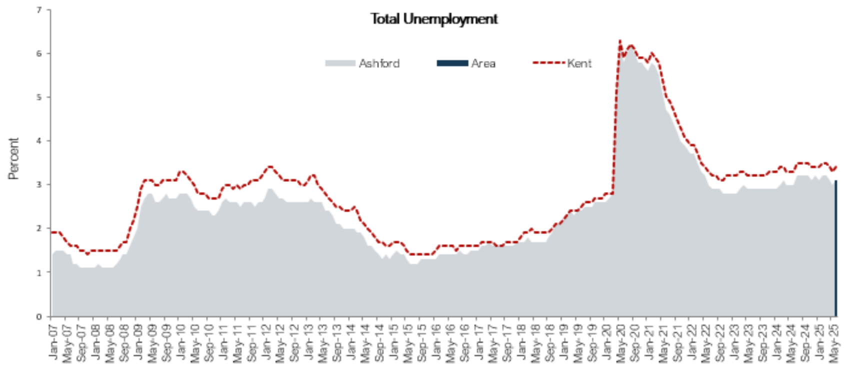
Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/26			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
KPI.PEOPLE. 006 Council Affordable Housing - New Build	No. of additional new build affordable homes delivered by council housing	23			0 24 (2024/2025)			0			Out turn as expected
KPI.PEOPLE. 007 Council Affordable Housing - On-Street Purchases	No. of additional on-street purchase affordable homes delivered by council housing	2			8 52 (2024/25)			6			Forecasted 12.5 Careful consideration of purchase opportunities. Resources directed towards acquisition of S106 properties.
KPI.PEOPLE. 008 Homelessness - New Triage Cases	No. of new triage cases	428 October (137) November (157) December (134)			470 January (164) February (160) March (146)			393 April (124) May (133) June (136)			
KPI.PEOPLE.	No. of households	81			90			88			Note below:

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/26			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
009 Homelessness Preventions (still in accommodation)	where homelessness was prevented	October (31) November (34) December (16)			January (32) February (24) March (34)			April (45) May (23) June (20)			
Demand for the service remains consistently high. All clients are initially triaged to establish the facts and whether there is reason to believe someone is homeless or threatened with homelessness. We are currently recruiting to a vacant post, to bring us to four FTE equivalent officers. We have a full complement of six housing options officers and two senior housing options officers. Once the team is fully established and trained, this will help strengthen our ability to engage with households as soon as they present to the service, improving our chances of preventing homelessness and providing timely assistance to those in need.											
KPI.PEOPLE.010 Number of families in temporary accommodation six week on		5			2			1			Data represents the number of families who have been in B&B accommodation for over 6 weeks at the end of each respective quarterly period The team have managed to keep the number of families in B&B over 6 weeks under the MHCLG target of 6. In order to achieve this, requires close monitoring and manging to create a chain lettings approach.
KPI.PEOPLE.	Housing arrears as a	2.73%			1.62%			1.66%			Arrears at the end of Q1 – week 13, Sunday 6th July - **£534,350.42**

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/26			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
011 Housing arrears	percentage of rent collectable										The 2025/26 estimated rent debit is **£32,179,910.88** Based upon the Q1 £8,031,690.75 debit multiplied by 4 The current true arrears for Q1 is calculated at **1.66%.**
KPI.PEOPLE.012 Housing voids – average void time (excluding major voids)	Average void time	29	21	🔴	55	21	🔴	44	21	🔴	Non-performing contract now ended and a reconfigured voids process now in place with all the teams involved looking at areas requiring better efficiency. It is anticipated that the benefits of these changes will begin to be evidenced in increasingly better outturns in 2025
KPI.PEOPLE.013 Number of adaptations completed against number waiting (HRA)		62 / 91			50 / 99			57/97			Number of adaptations completed against number waiting (HRA): 57 / 97 The number completed 1st April 2025 – 30th June 2025 (57) against the number received 1st April 2025 – 30th June 2025 (97, which includes the 57 completed). This covers both minor and major adaptations.
KPI.PEOPLE.014		40 Budgetary allocation utilised for			No current waiting list			18			18 completions to date based on running active case load

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/26			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
Number of adaptations completed against number waiting (DFG)		the year with an expectation of a yearly overspend of circa £180K by the end of the financial year.									
KPI.PEOPLE.015 Disabled Facilities Grants Completed	No. of disabled facilities grants administered by the council	27			10			18			
KPI.PEOPLE.016 Disabled Facilities Grant Spend	Actual spend per month for disabled facility grants	£229,872			£166,599.04			£245,408.45			
KPI.PEOPLE.017 Unemployment	Unemployment figures taken monthly from Kent County Councils	3.3%	3%		3.2%	3%		3.1%	3%		June 2025 data set More information available within [Economy and Employment Data - Kent County Council]

Code & Short Name	Description	Q3 2024/25 Value	Q3 2024/25 Target	Q3 2024/25 Status	Q4 2024/25 Value	Q4 2024/25 Target	Q4 2024/25 Status	Q1 2025/26 Value	Q1 2025/26 Target	Q1 2025/26 Status	Latest Note
	Economy and employment data.										(kent.gov.uk)

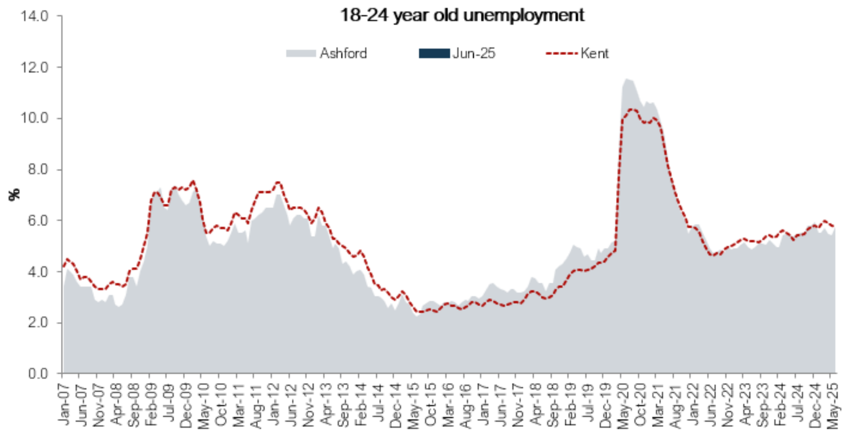


June 2025

Area	Number	Rate	Number change since last month	Percentage change since last month	Number change since last year	Percentage change since last year
Ashford	2,640	3.1%	+85	+3.3%	+130	+5.2%
Kent	33,020	3.4%	+565	+1.7%	+970	+3.0%

Code & Short Name	Description	Q3 2024/25 Value	Q3 2024/25 Target	Q3 2024/25 Status	Q4 2024/25 Value	Q4 2024/25 Target	Q4 2024/25 Status	Q1 2025/26 Value	Q1 2025/26 Target	Q1 2025/26 Status	Latest Note
KPI.PEOPLE.018 Unemployment 18-24yr olds	Unemployment 18-24yr olds taken monthly from the Kent County Council economy and	5.7%	4.5%		5.8%	4.5%		5.8%	4.5%		June 2025 data set More information available within Economy and Employment Data - Kent County Council (kent.gov.uk)

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/26			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
	employment data										



18-24 unemployment

Area	Number	Rate	Number change since last month	Percentage change since last month	Number change since last year	Percentage change since last year
Ashford	510	5.8%	+30	+6.3%	+35	+7.4%
Kent	6,400	5.8%	-40	-0.6%	+565	+9.7%

KPI.PEOPLE. 019 Support to 'vulnerable'	Support to 'vulnerable' groups through leisure centre activity	**Latest Information from November 2024** **Healthy Communities** Key group highlights: Xyla Health is in place and looking	**Latest Information from February 2025** **Healthy Communities** Our partnership with Kent and Medway NHS Trust has allowed	**Latest Information from May 2025** **Healthy Communities** Networking meetings took place with the Ashford Dementia Forum, Freedom Leisure and Montford Manor to support facilitation of a

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/26			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
groups through leisure centre activity		to host their first face-to-face sessions NHS Health Checks now taking place at all ABC sites **Health** Open Weekend—The Freedom Leisure Les Mills Launch Day took place on the 28th September 2024. This event was a great success that offered a number of free exercise classes, free use of the gym and £1 main pool swimming. This event encouraged physical activity and active participation to members and non-members alike. One You Kent visited Tenterden, JRS and The Stour, delivering Health Checks and Blood Pressure Checks to members at all sites. **Young People** Tenterden and The Stour supported approximately 300 families in the HAF Programme, providing free family swims and food packages in partnership with Active Kent, Medway, and Ashford Early Help Hubs. The LTS programme now has			us to facilitate a number of workshops around mental health including an ADHD workshop in February. Staff and members at Tenterden took place in the Move for Mind Challenge in January, a 31-day initiative to highlight the importance of mental well-being alongside physical health. The Stour Centre proudly partnered with Kent Kindness to facilitate social 5 a-side football sessions for young refugees under the care of the local council Reclaim the Night free 5k run took place at the Julie Rose Stadium, an event that provided a powerful space for women to come together to reclaim their right to feel safe at night. Charlton Athletic Club delivered a free community suicide prevention event at the Stour as part of their ongoing initiative to support individuals who have been sectioned under the Mental Health Act or are engaged with crisis services.			dementia programme at the Stour Centre. A volunteer is in place for Tai-Chi and art classes, with further plans in place for dementia swims and a choir. The Stour Centre partnered with Kent Kindness to facilitate social 5 a-side football sessions for young refugees under the care of the local council. A campaign has been launched alongside this, Giving the Gift of Football, to which members have donated second hand football kits for the individuals attending the sessions. Charlton Athletic Club delivered a free community suicide prevention event at the Stour as part of their ongoing initiative to support individuals who have been sectioned under the Mental Health Act or engaged with crisis services. The Ashford Contract celebrated Mental Health Awareness Week with activities taking part across the Stour Centre, Julie Rose Stadium and Tenterden Leisure Centre every day. From mindfulness walks and free fitness tasters to creative workshops and staff-led mental health chats, the week created a safe space for visitors and colleagues to prioritise their mental health. In addition, £650 was raised for the Baton of Hope suicide prevention fund. Together We Thrive launched – a wellbeing initiative focused on connection, support and positive mental health, specifically designed for adults with special educational needs and disabilities. The sessions, held weekly at the Stour Centre, provide a space for adults to come together, engage in light activities, share experiences and access support in a relaxed, judgement free environment. Stour Unity Girls Football launched at the start of June, with an aim to empower girls through sport and building confidence both on and off the pitch. The programme offers a safe and inclusive space for girls to develop their skills, make new friends and feel part of a team.			

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/26			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
		over 2980 children signed up. The Stour Centre and Julie Rose Stadium facilitated HAF holiday clubs provided by Elite Coaching during October, with spaces sold out across all sessions. The Stour Centre hosted a two day event in October called Strength in Mind. The primary focus of Strength in Mind was to provide students in the local community with insights into the importance of mental health. **Older People** The Walk 2 Jog Programme at JRS reached the finals of the UK Active Awards 2024. Pickleball, No-Strings and Evergreen Badminton expanding with a number of sessions a week, now affiliated with Badminton England with chance to gain funding for new nets and further support in these sessions.			Unite Nightclub launched as part of our steps to creating an inclusive and welcoming space at the centres. With over 100 attendees, this event was a great success welcoming adults with learning difficulties to attend.						

Place

Key Performance Measures - Reported Quarterly

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
KPI.PLACE.003 Food Hygiene Rating	% of businesses in the borough with a food hygiene rating above 3	97.8%	98.5%	✔	98.6%	98.5%	✔	98.4%	97.8%	✔	

Food Hygiene Rating System

Distribution of FHRS ratings over time for Ashford at 28/07/25 01:36

Food Standards Agency

Number of establishments in each rating

FHRS Rating	Nov - 24	Dec - 24	Jan - 25	Feb - 25	Mar - 25	Apr - 25	May - 25	Jun - 25	Jul - 25
5 - Very good	982	993	990	994	982	979	983	986	986
4 - Good	79	82	85	86	93	95	95	95	93
3 - Generally satisfactory	28	28	29	31	33	33	32	31	30
2 - Improvement required	12	13	11	10	10	11	12	13	13
1 - Major improvement required	10	11	8	7	4	4	3	3	3
0 - Urgent improvement required	1	1	2	3	2	2	2	2	2
Total rated establishments	1112	1128	1125	1131	1124	1124	1127	1130	1127
Establishments with rating of 3 or better	1089	1103	1104	1111	1108	1107	1110	1112	1109
Awaiting inspection	57	48	48	45	53	61	77	91	106
Exempt	47	46	45	44	44	44	44	44	43
Sensitive	55	56	56	57	57	56	55	55	54
Excluded	72	69	74	77	70	69	68	69	69
Total establishments	1343	1347	1348	1354	1348	1354	1371	1389	1399

During the presentation of the Q3 Performance report a Member raised that they felt that a number of premises, where they had been downgraded, continued to show and or advertise their previous food hygiene rating.

Trading Standards (KCC) would be responsible for enforcing the legislation that covers display of an incorrect rating. The scheme as it operates does not allow ABC to remove a hygiene rating sticker, as the business has 3 weeks from being notified of the score to lodge an appeal. There is also no requirement for a rating to be displayed at the premises. When we write to a business following an inspection, we do inform them of their responsibility to remove the old sticker.

This is something we can check when a revisit is completed, however a revisit would normally be undertaken within the appeal / notification period, so still time for an appeal to be lodged. We would inform a business if the wrong rating is being displayed during a visit, and where practical remove a rating if it is outside of any appeal period.

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
KPI.PLACE.004 Business survival - current vacancy rates	Current Vacancy rates	10.16%			11.1%			11.26%			5,407 premises in the borough 614 with either an exemption or empty relief indicating vacancy.

Business survival, measure based upon our business rates records comparing the total number of rated premises against those which have an empty property exemption or relief applied to their accounts.

Date	No of props	Exemptions	Empty 'Reliefs'
01-Jul-23	5437	306	197
01-Oct-23	5442	298	217
01-Jan-24	5451	319	222
01-Apr-24	5423	314	236
01-Jul-24	5422	313	252
01-Oct-24	5411	313	249
01-Jan-25	5412	303	247
01-Apr-25	5406	338	263
01-Jul-25	5407	347	267

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
KPI.PLACE.005 Ashford town centre vacancy rate	Ashford town centre vacancy rate	17.7%			18.3% (April25)			18.3% (April25 – latest survey)			The area surveyed is the High Street, Middle Row, New Rents, North Street, Bank Street, Tufton Street, County Square, Park Mall and Elwick Place. This is surveyed manually quarterly

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
All areas - including County Square, Park Mall and Elwick Place Vacant Units - 63 Total Units Surveyed - 344 Vacancy Rate - 18.3% **Town Centre Streets - excluding County Square, Park Mall and Elwick Place** Vacant Units - 31 Total Units Surveyed - 237 Vacancy Rate - 13.1% Surveys are a snapshot on the day, meaning that upcoming openings and closures are not factored in. With the upcoming relocation of Park Mall tenants it is anticipated that the vacancy rate will reduce. Additionally, there are a number of properties, where there are live Planning issues, offers being negotiated and absent landlords, which are not able to be taken up at present.											
KPI.PLACE.008 Number of new 106 files opened	Number of new s106 files opened	Number of new s106 files opened – 6			Number of new s106 files opened – 2			Number of new s106 files opened – 8			
KPI.PLACE.008b Number of draft 106s sent out		Number of Draft s106 agreements sent out – 7			Number of Draft s106 agreements sent out – 6			Number of Draft s106 agreements sent out – 9			
KPI.PLACE.		Number of s106 cases completed			Number of s106 cases completed			Number of s106 cases completed			

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
008c Number of 106s completed		- 1			- 0			- 6			
KPI.PLACE.009 Planning decision quality - Major	Measured by the proportion of decisions on applications that are subsequently overturned at appeal	4.5%	10%		5.8%	10%		6.3%	10%		Latest available data reflecting 24 months to end of June 24.
KPI.PLACE.009b Planning decision quality – Non Major	Measured by the proportion of decisions on applications that are subsequently overturned at appeal	0.2%	10%		0.2%	10%		0.4%	10%		

Reported with lag time (normally 9 months) allowing for appeals to process.

The quality of decisions made by local planning authorities for applications for major and non-major development, measured by the proportion of decisions on applications that are subsequently overturned at appeal (including those arising from a ‘deemed refusal’ where an application has not been determined within the statutory period).

Planning Decision Quality measures replace previous Planning Application Approvals measure. Planning application approval information is available within the statistical return nationally reported available at Live tables on planning application statistics data tables P152 & P154

The rolling data on the quality criteria for ‘major’ development indicates a rise towards the national threshold of 10% of major application decisions being overturned on

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
appeal, above which carries a potential risk 'designation' of the LPA meaning that applicants could choose to have their applications determined by the Planning Inspectorate rather than the LPA. Senior officers in the Service are now closely monitoring the processing of all major applications that may potentially be refused. It should be noted that the 'time lag' element referenced above means that influencing the figure for the next designation 'snapshot' at the end of 2025 is not possible, so the focus is on influencing decisions over next 3 quarters.											
KPI.PLACE.010 Speed of Major Planning Application Decisions	% of major planning applications determined within 13 weeks (or within such extended period as agreed in writing between the applicant and the local authority)	100%	65%	✔	100%	65%	✔	100%	65%	✔	
KPI.PLACE.011 % of major planning applications determined within 13 weeks amended to reflect 24 rolling month	% of major planning applications determined within 13 weeks amended to reflect 24 rolling month	81%	75%	✔	83%	75%	✔	91% (24 rolling month) 100% (12 rolling month)	75%	✔	Moving forward this KPI will be reported on a 12 month rolling period, reduced from a 24 month rolling period. https://www.gov.uk/government/publications/improving-planning-performance-criteria-for-designation/improving-planning-performance-criteria-for-designation-updated-2022
The latest data tables on local government Planning including Ashford Borough Council, covering the speed and quality of planning decisions are available at the following link: Live tables on planning application statistics											

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
Performance in Q1 for this indicator has further improved the Council's position against the rolling Government target where it should be noted that the Government minimum target is 60%. Going forwards, the national rolling target will be measured against a 12 month period reduced from a 24 month period with this being reflected in future reporting periods.											
KPI.PLACE.012 Speed of Non-Major Planning Application Decisions	% of minor and other planning applications determined within 8 weeks (or within such extended period as has been agreed in writing between the applicant and the council).	95%	75%		95%	75%		99%	75%		
KPI.PLACE.013 % of non majors determined within 8 weeks amended to reflect 24 rolling month	% of non majors determined within 8 weeks amended to reflect 24 rolling month	87%	80%		88%	80%		91% (24 rolling month) 95% (12 rolling month)	80%		The latest data tables on local government Planning including Ashford Borough Council, covering the speed and quality of planning decisions are available at the following link: Live tables on planning application statistics Performance in determining non-major schemes remains significantly above target and has improved when measured against the rolling national performance indicator.

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
											Moving forward this KPI will be reported on a 12 month rolling period, reduced from a 24 month rolling period. https://www.gov.uk/government/publications/improving-planning-performance-criteria-for-designation/improving-planning-performance-criteria-for-designation-updated-2022
KPI.PLACE.014 Number of live planning casework reducing backlog	Number includes all conditions applications, pre-app cases, as well as applications for outline, full or reserved matters consent. Reducing backlog with a capacity set at 550 open cases	590 (382)	550		621 (437)	550		589 (400)	550		

Officer resource has returned to full capacity, reflected in the small reduction in overall cases for Q1. It remains the position that, once the number of cases restricted from a decision being made due to nutrient neutrality (Stodmarsh) is accounted for, this indicator still lies well below the 550 case target figure. The setting-up of the Joint Venture Company (Stour Environmental Credits) with Canterbury City Council to acquire and manage nutrient mitigation credits will help to unlock some of these cases in the near future and should allow the gross caseload figure to fall back below the target figure.

<table>
<tr><th rowspan="2">Code & Short Name</th><th rowspan="2">Description</th><th colspan="3">Q3 2024/25</th><th colspan="3">Q4 2024/25</th><th colspan="3">Q1 2025/2026</th><th rowspan="2">Latest Note</th></tr>
<tr><th>Value</th><th>Target</th><th>Status</th><th>Value</th><th>Target</th><th>Status</th><th>Value</th><th>Target</th><th>Status</th></tr>
<tr><td>KPI.PLACE.025

Revenue generated through the Border Control Post

(Port Health)</td><td>Potential income against actual collected %</td><td colspan="6">Potential income for the year 2024-25, £21,232,299, actual income achieved £9,399,527, 44% of income recovered

Despite the reset with EU, the clear message is that we are being asked to carry on as normal as nothing has yet been changed and we need to keep implementing the BTOM and carrying out SPS controls until any legislative changes are developed and implemented.

Q4 – income
Jan 955,617
Feb 965,695
Mar 1,289,153</td><td colspan="4">Potential income for Q1 2025 £6,124,679, actual income achieved £4,287,285, 70% of income recovered.

<table><tr><th>Q1 2025/26</th><th>Achieved Income</th><th>Est Available Income</th></tr><tr><td>April</td><td>1,467,858</td><td>2,096,940</td></tr><tr><td>May</td><td>1,428,020</td><td>2,040,029</td></tr><tr><td>June</td><td>1,391,397</td><td>1,987,710</td></tr></table></td></tr>
<tr><td>KPI.PLACE.016

Parking usage</td><td>Parking usage Ashford and Tenterden</td><td colspan="3">270,097</td><td colspan="3">265,919</td><td colspan="3">275,090</td><td>Made up of 184,255 from Ashford town centre car parks & 90,835 from Tenterden car parks</td></tr>
<tr><td>KPI.PLACE.026

Percentage of parking transactions that are cashless (Ashford)</td><td>Percentage of parking transactions that are cashless (Ashford)</td><td colspan="3">New Measure</td><td colspan="3">New Measure</td><td>82.9%</td><td>85%</td><td></td><td rowspan="2">The introduction of the two new measures on cashless parking transactions is part of our broader aim to better understand and support the shift towards digital payment methods across our parking services. These measures will help us monitor uptake, identify trends, and assess accessibility and user experience for residents and visitors. Ultimately, we're looking to use</td></tr>
<tr><td>KPI.PLACE.0</td><td>Percentage of parking</td><td colspan="3">New Measure</td><td colspan="3">New Measure</td><td>76.8%</td><td>80%</td><td></td></tr>
</table>

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
27 Percentage of parking transactions that are cashless (Tenterden)	transactions that are cashless (Tenterden)										this data to inform future improvements, ensure inclusivity, and support the Council's wider digital transformation goals.
KPI.PLACE.028 Commercial Property - Invoiced vs Budget	Commercial Property - Invoiced vs Budget	**New Measure**			**New Measure**			95.59%	100%		Replaces KPI.PLACE.006 Contribution to budget from commercial investments The shortfall represents circa £54,000, of which around half is made up from a late payment from a tenant in International House, a delayed payment from a tenant of one of our tertiary retail holdings and the fact that we are currently increasing rents at Ellingham through a number of lease renewals. The activity at Park Mall (vacating the shopping centre) has also had an impact against budget.
KPI.PLACE.029	Commercial Property - Income	**New Measure**			**New Measure**			95.25%	100%		Percentage income received vs budgeted and invoiced

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
Commercial Property - Collected Against Invoiced	Collected Against Invoiced										The shortfall against invoiced rents reflects approximately £40,000. Approximately half of this amount is attributable to a delayed payment from a tenant within our office accommodation portfolio and a further amount from Park Mall tenants. We are in active process to recover any debts.

Underlying Principles

Key Performance indicators - Reported Quarterly
Quarterly Measures

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
KPI.UP.004 Number of Stage 1 complaints		181			216			219			The council has reduced its complaint handling time from 15 to ten days following guidance released by the Ombudsman. Whilst the guidance won't be officially adopted until early 2026, adoption by the council now will ensure compliance and expediate the resolution of complaints.
KPI.UP.005 % Stage 1 complaints resolved in 10 days		70%			69%			70%			
KPI.UP.006 Number of Stage 2 complaints		34			41			61			

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
KPI.UP.007 % Stage 2 complaints resolved in 20 days		79%			68%			49%			
KPI.UP.008 Benefit Change of Circumstance Processing	Average time taken to process a benefit change of circumstance in no. days	2	10	✔	1.76	10	✔	2.27	10	✔	
KPI.UP.009 Benefit New Claim Processing Time	Average time taken to process a new benefit payment claim in no. days	28.69	28	⚠	26.94	28	✔	22.82	28	✔	As working age claimants move over to UC, we are left with more complicated cases to assess such as temporary accommodation & supported accommodation cases, that generally take a bit longer to assess.

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
KPI.UP.010 FOI Response Rate	% of freedom of information requests responded to within 20 working days	98%	95%		99.5%	95%		100%	95%		1st April - 30th June 256 requests received Taking into account Bank Holidays no (0) requests responded to late, outside the 20 working day window.
KPI.UP.011 Business Rates Collection	% of national non-domestic rates collected by the council - cumulative figure per month	82.57	74.25%		97.43%	99%		28.8%	24.75%		Government finance including Ashford Borough Council, covering borrowing and investment, capital payments and receipts, local Council Tax support, quarterly revenue outturn and receipts of Council Taxes and national non-domestic rates are available here Compares to 29.72% at same stage in 2024/25
KPI.UP.012 Council Tax Collection Rate	Percentage of council tax collected - cumulative figure per month	84.92%	73.71%		97%	98.25%		29.59%	24.57%		Compares to 29.58% at same stage in 2024/25

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
KPI.UP.013 Compliance - Gas Safety Certificates	% of ABC properties with up to date gas safety certificates	100%	100%		100%	100%		99.95%	100%		During May and June, a total of six properties (four in May, two in June) had expired gas certificates due to short fallings of the contractor. These were quickly resolved, and the contractor has been placed on an improvement plan to receive a better service moving forward. Compliance returned to 100% in July.
KPI.UP.014 Number of days sickness per full time equivalent		**9.35 days** (annualised) per FTE				**9.14 days** per FTE					Based on the total FTE, as at 31st March 2025, average absence due to sickness was 9.14 (annualised) per FTE. This is down from the last six month period when average absence was 9.35 days (annualised) per FTE. The HR team are looking to introduce KPIs on sickness levels and are currently exploring what can be achieved where there is limited data available from the sector.
Information collected on a six-monthly basis in order that the Council's senior team have an up-to-date overview of key HR Metrics. Annual Sickness Report 202425.pdf (moderngov.co.uk)											

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
KPI.UP.015 Average Speed of Customer Service Calls Answered	Average wait time for customer service calls - to be benchmarked with results across Kent	0h 1m 29s	0h 01m 38s		0h 01m 20s	0h 01m 38s		0h 01m 54s	0h 01m 38s		Council tax billing period (March- through to about 2nd week in April) each year is always challenging with an increase in call volume and complexity of calls. We do have a CSA leave embargo during the billing period where only one CSA can be on annual leave at any one time to ensure as many advisors are available to take calls. This year we have also had the challenge of quite a high movement of staff to other departments (promotions) around the end of 2025/ beginning of 2026, this has resulted in a number of new CSA’s join the team at the beginning of the year, who need training and are naturally slower on calls to start with until they build their confidence.
KPI.UP.016 Number of ongoing litigation/ court proceedings	number of ongoing litigation/court proceedings	Number of ongoing litigation matters = **164** Number of cases where costs have been awarded against ABC = **5** These continue to be associated to Disrepair Claims			Number of ongoing matters = **180** Number of ongoing matters/number of cases where costs have been awarded against ABC or settled with costs = **3**			Number of ongoing matters = **208** Number of cases where costs have been awarded against ABC or settled with costs = **5**			

Code & Short Name	Description	Q3 2024/25			Q4 2024/25			Q1 2025/2026			Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status	
KPI.UP.018 Social media engagement	Social media engagement	<u>Q3 (Oct – Dec)</u> **Impressions:** Facebook: 410,496 X (Twitter): 7,886 Nextdoor: 212,358 Instagram: 13,905 **Followers:** Facebook: 12,098 X (Twitter): 8,848 Nextdoor: 31,717 Instagram: 3,021			<u>Q4 (Jan – Mar)</u> **Impressions:** Facebook: 534,147 X (Twitter): 4,303 Nextdoor: 91,648 Instagram: 12,438 **Followers:** Facebook: 12,344 X (Twitter): 8,754 Nextdoor: 32,483 Instagram: 3,079			<u>Q1 (Apr – Jun)</u> **Impressions** Facebook: 637,338 Twitter: 3,022 Nextdoor: 77,529 Instagram: 9,230 **Followers** Facebook: 12,616 Twitter: 8,670 Nextdoor: 32,837 Instagram: 3,115			
Ashford Borough Council’s Communications team is responsible for managing the council’s social media accounts. Our most active platforms that residents can engage with the council on, include Facebook, X (Twitter), Nextdoor and Instagram. The data will allow the Council to better understand the needs of our residents and ensure that our social media strategy is shaped by the results of the data. With circa 50,000 combined total followers across all ABC social platforms, the Communications Team are also actively exploring methods to further grow each platform through various digital tools so that they can effectively reach more residents across the borough, including those in rural areas.											
KPI.UP.019 Garages Vacancy Rate	% of lettable garages	**New Measure**			**New Measure**			40%			September sees the start of a major project to reduce vacancy rate
KPI.UP.020 Allotment vacancy rate	% of lettable allotments	**New Measure**			**New Measure**			7%			