

Resources and Transformation Overview and Scrutiny Panel – 22 January 2026

Corporate Plan: Key Performance Data for Quarter 2 2025-2026

Purpose	For Review
Classification	Public
Executive Summary	<p>This report presents the Key Performance Indicators (KPIs) for Quarter 2 (July to September 2025).</p> <p>Measure IDs 35 through 48 only are for Resources and Transformation review.</p>
Recommendation(s)	1. That panel consider and review the Q2 2025-2026 dashboard; and 2. Comments will be passed for onward consideration by Cabinet.
Reasons for recommendation(s)	<p>The Key Performance Indicators (KPIs) are a core component of our Corporate Plan 2024–2028. The processes for reporting progress and ensuring accountability against the commitments outlined in the plan are detailed in our Performance Management Framework.</p>
Ward(s)	All
Portfolio Holder(s)	Councillor Jill Cleary, Leader
Strategic Director(s)	Alan Bethune, Strategic Director Corporate Resources S151 and Transformation
Officer Contact	<p>Saqib Yasin Performance and Insight Manager 023 8028 5495 Email address: saqib.yasin@nfdc.gov.uk</p>

Introduction and background

1. The Corporate Plan Key Performance Indicators (KPIs) dashboard is presented for review. The latest dashboard presents data for Q2 covering July 2025 to the end of September 2025, where available.
2. Following EMT approval, the dashboard is now being passed through to panels with associated covering reports. These reports will focus attention to the measures aligned to each panel. Additional feedback from panels will be incorporated into the Cabinet covering report before it is formally presented.
3. The following should be read in conjunction with the Q2 dashboard referenced in appendix 1.

Layout of the dashboard

4. The layout is unchanged from last quarter, key metadata is provided below as a reminder:
 - Target – shows the desired value
 - Desired direction of travel – indicates whether good performance is typified by an increasing or decreasing value
 - Return format – shows the unit of the value being reported
 - Frequency – shows how often the KPI is to be reported
 - RAG status is as per our Performance Management Framework
 - Green, on target or above target
 - Amber, up to 10% below target
 - Red, over 10% below target

Quarter 2 2025/2026

5. Data is presented for 30 of the KPIs. 10 KPIs marked for consideration at Resources and Transformation Overview and Scrutiny panel.

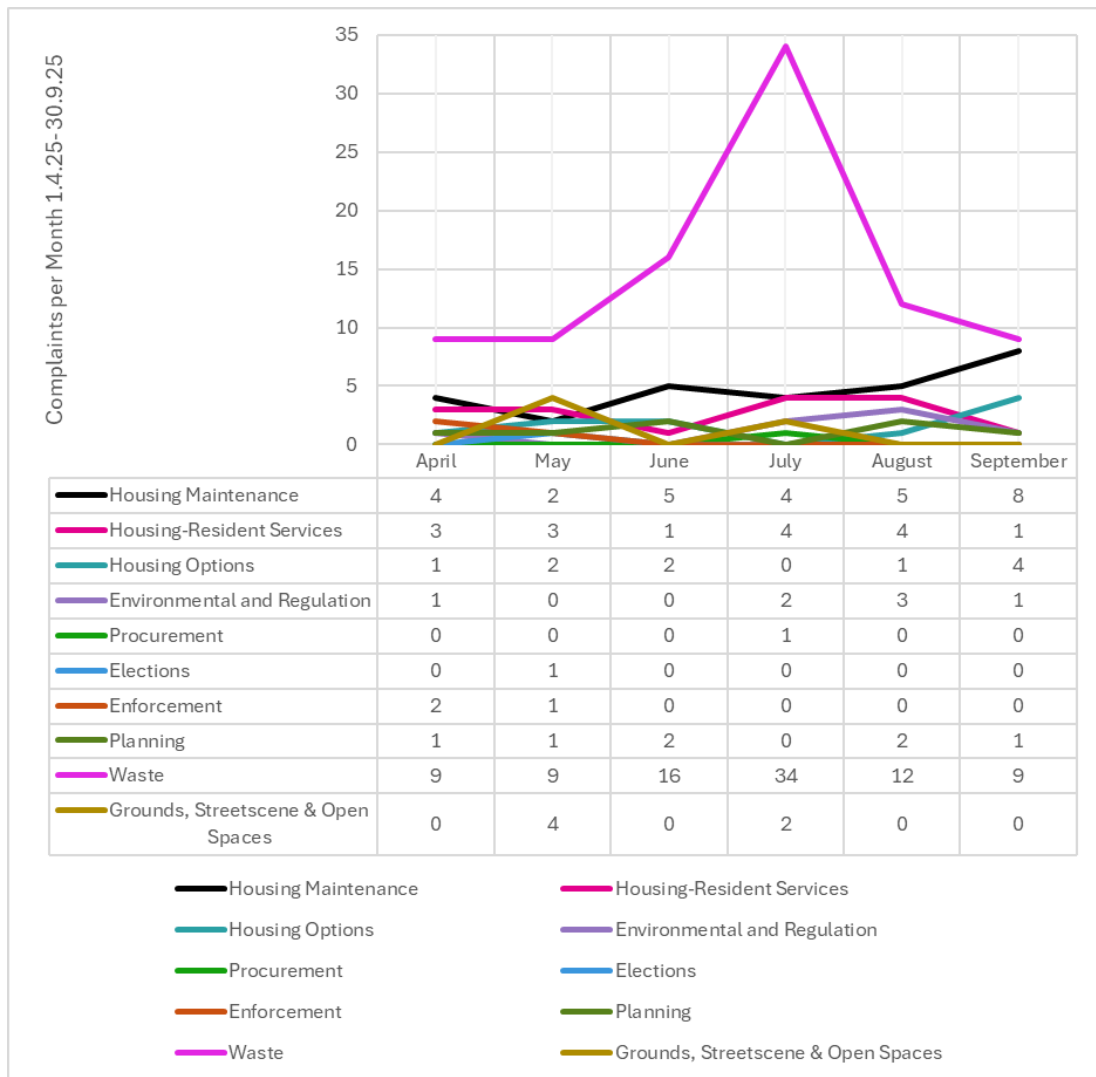
Highlights

ID	Observation
Resources and Transformation	
37	Vacancies filled first time has been green-rated over the last four quarters.
38	Although this is an annual measure and not reported this quarter, follow-up actions have continued from the year-end position. HR is actively pursuing leaver questionnaires and has introduced a new dashboard providing greater insight into this KPI, which is now regularly presented to the HR Committee.
39	Sickness days moves from green to amber. The average sickness days is attributed to a small number of long-term sickness cases. HR work closely with managers to support returns to work.
41 and 42	Financial Monitoring is within range and is taken separately to Cabinet.
43 and 44	Council tax and rate collection. Both perform consistently close to the target profiles.
45	Benefits realisation from ICT investment is performing well and continues to be green-rated.
46	ICT incidents resolved within the SLA remains green-rated despite a higher than normal number of incidents in the last quarter.
47	93% of annual ICT work programme is forecast to be delivered on time and within budget, being green-rated through the year.

6. At the last panel (18th September 2025), the panel considered the mid-year complaints report, with particular attention given to the waste and transport service. During discussion, the panel requested that additional detail be provided.
7. Complementary to our response, panel may wish to explore the reports presented to Cabinet on 3 September 2025 and then to Full

Council on 15 September 2025. These reports offer a more comprehensive overview of the service rollout, issues identified, learning undertaken, and the mitigation and control measures implemented. The reports, together with their associated appendices, can be accessed via the following link: [Waste Report.pdf](#)

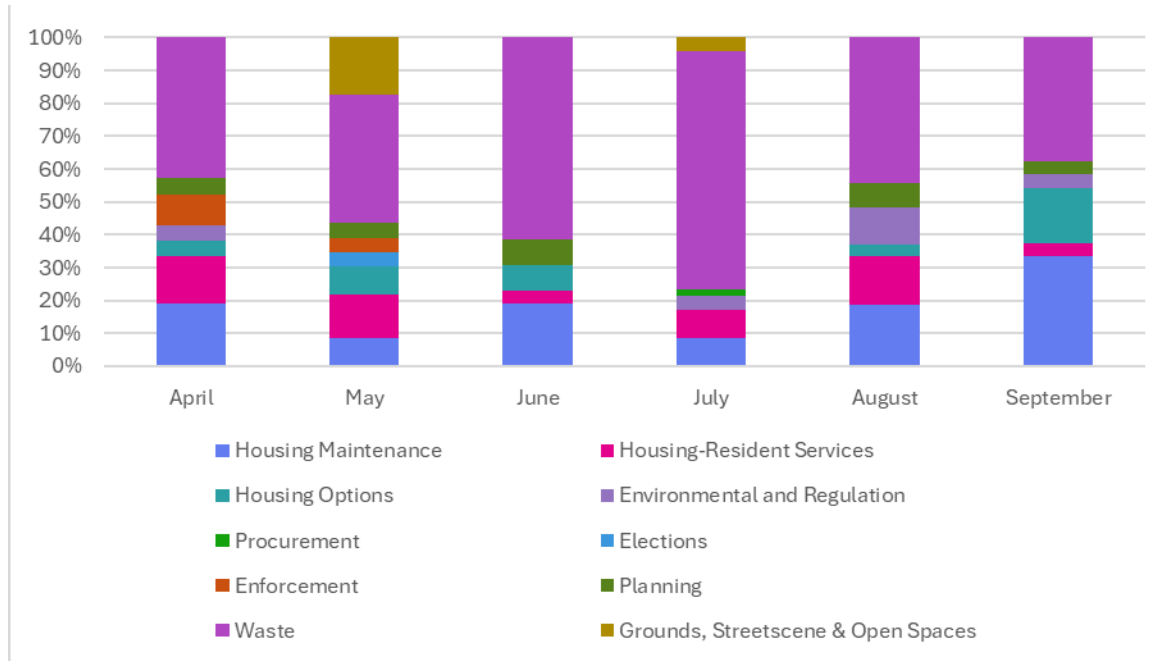
8. In response to the specific question raised at the Resources and Transformation Panel, key points from the mid-year complaints report are summarised below to provide context, covering the period from April to September 2025.
 - 53% (89 of 168) of all complaints related to waste and transport.
 - Of these 89 complaints, 69 (78%) concerned missed bin collections.
 - 75% of missed bin complaints within waste and transport originated from residents in the Phase 1 rollout area.
9. The data indicates that waste and transport services account for a significant proportion of overall complaints, with missed collections being the predominant issue. The concentration of complaints within the Phase 1 area suggests that operational challenges associated with the initial rollout may be impacting the service during those early stages.
10. The complaints team have been able to provide further insight:



11. At its peak in July 2025, the Waste and Transport service received 34 complaints. None were received in July 2024. This coincided with the Phase 1 rollout, which commenced in June 2025 and involved significant operational changes, including:
- Introduction of wheelie bins for approximately 31,000 households
 - Transition to alternate weekly collections
 - Launch of food waste recycling
 - Implementation of new staff terms and conditions
 - Adoption of revised policies and working practices
12. Given the scale of this undertaking, the volume of complaints remains relatively modest, though understandably emotive and frustrating for affected residents. The service has outlined several changes in approach, drawing on lessons learned from Phase 1 applied to Phase 2. Nevertheless, it is reasonable to anticipate an

increase in complaints as a direct consequence of implementing such significant changes.

13. Over this period, waste made the larger proportion of complaints received.



14. Residents have been kept up-to-date with regular news items and direct emails to those subscribed to receive these, complementing other universal communications.
15. The Portfolio Holder, Cllr Geoffrey Blunden wrote several open communications to our residents, highlighting that learning was taken seriously and being applied to the service.
16. He highlighted that 74% of all complaints were resolved at the first stage, with 64% upheld or partly upheld, meaning the council accepted an issue and took action.
17. Alongside formal complaints, the council dealt with 342 service requests, such as requests for replacement containers, which were resolved without needing to escalate through the complaints process
18. On the 16th December, he added that recycling rates have been increasing which highlights that residents are responding positively to the changes.
19. Recycling rates are on an upward trend as shown on the Corporate Plan dashboard with latest data being well above the increased target.

NFDC ID NO.24: Percentage of household waste sent for recycling								
	2024/5		2025/6		Supporting information			
	Q3	Q4	Q1	Q2				
Performance	36.00%	32.40%	40.20%	42.80%	Target >41%			
Target	38.50%	38.50%	41.00%	41.00%	Desired DOT ▲			
					Format %			
					Frequency Quarterly			
					Metric type Snapshot/point in time			
					Leadership team member Liz Mockeridge			
					Portfolio holder Cllr Geoffrey Blunden			
					Overview and scrutiny Place and Sustainability			
					RAG Status			
					2024/5		2025/6	
					Q3	Q4	Q1	Q2
Supporting narrative								
2024/5 Q3	The decrease in quarter 3 is likely due to the seasonal nature of the garden waste service and the reduction in collected tonnages over the winter months.							
2024/5 Q4	The overall recycling rate for 2024/25 was 37%							
2025/6 Q1	NEW - Performance is inline and within 1% of target							
2025/6 Q2	The impact of the new service is very positive. The reduction in the non-recycled waste and increased the recycling rate for Q2 is based on collection changes in the phase 1 area only (30,000 properties) and can be largely attributed to high food waste recycling tonnages and the impact of restricted general waste capacity. However, waste levels and composition do fluctuate throughout the year so at this stage of the phased roll out it is difficult accurately predict performance levels for Q3 and 4.							

Summary

- While complaint volumes peaked at 34 in July, they remain relatively modest given the scale of change, though understandably frustrating for residents. The service has implemented improvements based on lessons from Phase 1. Communication with residents has been proactive through news updates, emails, and open letters from the Portfolio Holder, who confirmed that 74% of complaints were resolved at the first stage and recycling rates are trending upward, indicating positive engagement with the new system.

Overview and Scrutiny panel comments

- The quarter 2 dashboard will be presented to all three panels:
 - 15/01/2026 – Place and Sustainability Overview and Scrutiny panel
 - 21/01/2026 – Housing and Communities Overview and Scrutiny panel
 - 22/01/2026 – Resources and Transformation Overview and Scrutiny panel
- The dashboard will then be presented to Cabinet on the 04/02/2025 for final approval.
- Any comments arising from panels will be added to covering reports as the dashboard makes its way through the reporting cycle.

Corporate plan priorities

24. The dashboard presents the KPIs ordered by our new corporate plan priorities.

Options appraisal

25. The KPI list 2024-2028 has been developed following extensive work and consideration of alternative KPIs and targets. This work was completed in conjunction with the development of the Corporate Plan 2024-2028.

Consultation undertaken

26. The performance team have worked closely with data owners, responsible service managers and Strategic Directors to form the KPI list 2024 / 28. We have sought to identify KPIs which align with corporate plan objectives. Consideration was given to setting a baseline and reviewing benchmarking data (where applicable) for the setting of SMART targets.

Financial and resource implications

27. There are no financial or resource implications arising from this report.

Legal implications

28. There are no legal implications arising from this report.

Risk assessment

29. There are no new risks arising from this report. The nature of KPI reporting means performance is scrutinised at a service level as data becomes available and any associated risks and mitigation are put in place and reported in the KPI narrative as appropriate.

Environmental / Climate and nature implications

30. There are no environmental / climate and nature implications arising from this report.

Equalities implications

31. There are no equalities implications arising from this report.

Crime and disorder implications

32. There are no crime and disorder implications arising from this report.

Data protection / Information governance / ICT implications

33. There are no data protection / information governance / ICT implications arising from this report.

New Forest National Park implications

34. Visibility of our measures promotes good outcomes across the land within the National Park area. Measures within our direct control furthers the interests of the National Park/National Landscape. These include making appropriate planning decisions, dwelling supply, reducing homelessness, managing interventions where there are breaches of the Public Spaces Protection Orders, promoting recycling, garden waste removal, provision of water-filling stations and taking action on fly-tipping incidents.

Conclusion

35. Review of our key performance indicators ultimately provides a sense check of progress against our corporate plan commitments. Passing the dashboard through the levels of governance outlined in our Performance Management Framework promotes accountability.

Appendices:

Q2 Corporate Performance
Dashboard 202526.pdf

Background Papers:

None