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TONBRIDGE & MALLING BOROUGH COUNCIL

EXECUTIVE SERVICES

Chief Executive
Damian Roberts

Gibson Building
Gibson Drive
Kings Hill, West Malling
Kent ME19 4LZ
West Malling (01732) 844522

Contact: Democratic Services
committee.services@tmbc.gov.uk

22 October 2024

Dear Councillor

COUNCIL - TUESDAY, 22ND OCTOBER, 2024 – SUPPLEMENT (1)

I am now able to enclose, for consideration at the Tuesday, 22nd October, 2024 meeting of the Council, the following response that was unavailable when the agenda was printed.

Agenda No   Item

7. **Questions from Members pursuant to Council Procedure Rule No 5.5 (Pages 3 - 4)**

    - 24/004 – Key Performance Indicators and proposed changes to reporting

    Question and response of Leader attached.

Yours sincerely

DAMIAN ROBERTS
Chief Executive

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COUNCIL

22 OCTOBER 2024

AGENDA ITEM 8 – QUESTION ASKED PURSUANT TO COUNCIL PROCEDURE RULE NO 5.5

The following question (24/004) has been asked pursuant to Council Procedure Rule No 5.5 by Councillor M Hood:

'Key Performance Indicators are a crucial early warning mechanism allowing officers and members to recognise trends developing in specific areas before they become a significant harder to resolve problem. The proposal to restrict KPIs to scrutiny select committees as part of an annual report presented by the relevant cabinet member will mean that the quarterly KPIs are seen by far fewer members which reduced their effectiveness. This cannot be best practice. Does the Leader agree that all members have the responsibility for identifying when the council falls short of its own performance targets and that the available data and KPIs should continue to be presented on a quarterly basis to the relevant scrutiny select committee?'

Response of the Leader of the Borough Council (Cllr M Boughton):

'Key Performance Indicators (KPIs) are a crucial mechanism in managing the performance of the Council. That is why I have led the Council to make great strides over the past couple of years to start from scratch and build a process that does a very good job in assessing our performance and ensuring that we deliver for our local communities.

However, it is also clear that the current process of reporting could be made more efficient. Addressing how KPIs are reported were recommended in an Internal Audit Review in April 2024. At present, the three Scrutiny Select Committees and Overview and Scrutiny Committee each get KPIs and consequently are only able to consider their KPIs without the broader picture provided by the full suite. In addition, whilst different KPIs are reported to each committee, there is a lot of duplication in each of these reports.

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A key value in our Corporate Strategy is to provide 'Efficient services for all our residents, (while) maintaining an effective council'. Given the duplication referred to and the need to embed the values of the Council in all of our work, it would clearly be more efficient for one report to go each quarter to Overview and Scrutiny Committee which would receive KPIs in their entirety. This would enable all members of Overview and Scrutiny to consider and challenge any KPI prior to them being considered by Cabinet. This report would continue to be available to all members and residents, as they are at the moment, albeit in a more condensed form. This will make it easier for members and residents to track our performance.

Cabinet Members are responsible for performance within their portfolio so to complement this change, I have also proposed that each Cabinet Member provides an Annual Report to the respective Scrutiny Select Committee. This report will include achievements backed up with KPIs, and plans for the coming year, and I see it as a new opportunity for Members to discuss the work and performance of the Council.

A Quarter 1KPI Report, including the measures that this question refers to, will be going to Cabinet next month. As such, and subject to that discussion and decision, I look forward to these new arrangements coming into place for the reporting of Quarter 3 KPIs.'

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