

# TONBRIDGE & MALLING BOROUGH COUNCIL

## FINANCE, REGENERATION AND PROPERTY SCRUTINY SELECT COMMITTEE

17 September 2024

### Report of the Chief Executive

#### Part 1- Public

#### Matters for Corporate Monitoring

## 1 CORPORATE KEY PERFORMANCE INDICATORS

This report provides data on Key Performance Indicators (KPIs) that are aligned to the Corporate Strategy 2023-2027 and monitored on a quarterly or annual basis. The data provided in this report relates to the period up to the end of June 2024. The main headlines show a number of positive trends in particular relating to outstanding debt, unemployment, leisure centres as well as progress on the Tonbridge Town Centre Regeneration project and the UK Shared Prosperity Fund. Conversely, income monitoring data shows that in Quarter 1, income was below profile.

### 1.1 Overview of KPIs

1.1.1 The aligned KPIs are provided in **Annex 1**, with the data for April - June 2024 (Q1) representing the most up-to-date available statistics in most instances. However, due to the lag in some statistics, the previous quarter does still represent the most up to date figures.

1.1.2 There are some quarterly **trends** that can be identified and highlighted in this report. These include:

#### Positive Trends:

- **020: Outstanding Debt** – at around £621,700 is the lowest it has been for a year.
- **045: Unemployment Rate** – during Q1 the unemployment rate dropped in the borough to 2.2% Whilst the Council does not have a direct impact on the unemployment rate, it does work closely with the Department for Work and Pensions on a range of initiatives to help local people back into work, including jobs fairs and training projects.
- **048: Tonbridge Town Centre Regeneration Plans** – following approval of Phase 2 work, good progress is being made, with a new dedicated Project Manager coming into post in September 2024, the establishment of a Project Board and the procurement of master planning work.
- **050/051 – Leisure Centres Income and Expenditure** – a positive picture showing income above profile (104.1%) and expenditure below profile (96.5%).

- **053: UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF)** – both schemes are progressing well and currently on course to be fully spent.

#### Area to Highlight:

- **017: Income Monitoring Data** – shows that income was around £155,000 below profile at the end of Q1. However, it should be noted that during 2023/24, income was below profile for the first two quarters of the year, and then finished the financial year nearly £200,000 above profile.

1.1.3 In analysing the Q1 trends, Members are encouraged to consider the following:

- **Have you received any feedback from residents on any of these issues?**
- **Are there any KPIs that you would like to scrutinise in more detail?**

1.1.4 Looking beyond the Q1 trends, Tables 1 and 2 show the more long-term trends for the Corporate KPIs and the 'other' KPIs respectively.

1.1.5 Through the use of a traffic lights system, progress on each of the KPIs is set out. Where a KPI is monitored on an annual basis, the quarter within which the KPI is monitored is coloured with the other quarters in grey.

KPI Ref	Key Performance Indicator	Frequency	Trend over 2023/24				Q1 2024/25
			Q1	Q2	Q3	Q4	
016	Salary Monitoring data (£)	Quarterly	Green	Green	Green	Green	Yellow
017	Income Monitoring data (£)	Quarterly	Red	Red	Green	Green	Red
018	Council Tax collection (%) - cumulative	Quarterly	Yellow	Yellow	Yellow	Red	Yellow
019	NNDR collection (%) - cumulative	Quarterly	Yellow	Yellow	Yellow	Yellow	Yellow
020	Sales ledger - outstanding debt (£)	Quarterly	Green	Red	Red	Green	Green
042	Number of economic projects delivered through the UKSPF and REPF	Quarterly	Grey	Yellow	Yellow	Green	Yellow
043	Ratio of enterprise births to deaths	Annually	Grey	Grey	Green	Grey	Grey

044	Town Centre Vacancy Levels (%)	Annually						
045	Unemployment rate (%)	Quarterly						
046	% Occupation of rental properties	Quarterly						
047	Total income generated from property rentals (£)	Annually						
048	Progress made on Tonbridge Town Centre Regeneration Plans.	Quarterly						
049	Total income generated by Tonbridge Castle (£)	Annually						
050	Leisure Centres - overall income (% to profile)	Quarterly						
051	Leisure Centres - overall expenditure (% to profile)	Quarterly						
052	Total income from council run/supported events	Annually						
053	External funding spent (UKSPF/REPF) on economic initiatives (£) - cumulative	Annually						
054	No of economic projects jointly delivered with strategic partners.	Annually						

**Table 1: Corporate KPIs**

## 1.2 Performance Management

1.2.1 With Performance Management becoming more established within the organisation, it is essential that our processes and data are reviewed on a regular basis to ensure that they are as fit-for-purpose as possible in helping to drive improvement within the organisation.

1.2.2 As such, when the Quarter 1 KPIs are reported to Cabinet in October 2024, part of the report will also seek approval for a number of proposed amendments, including:

- Having a Cabinet Member with explicit responsibility for Performance Management to help embed it within the organisation.

- Streamlining the reporting process of KPIs, to avoid the KPIs being scrutinised in a piecemeal way.
- A rationalisation of KPIs – down from the current 72 to around 50, focussing on those that are most closely aligned to the Corporate Strategy and that best measure our performance.
- Introducing an annual portfolio-holder report at Scrutiny Select Committees, setting out achievements, challenges and future plans (including KPIs)

### **1.3 Legal Implications**

1.3.1 The matters set out in this briefing note are considered routine or uncontroversial and a legal opinion has not been sought.

### **1.4 Financial and Value for Money Considerations**

1.4.1 The Corporate Key Performance Indicators are administered, analysed and reported in-house.

### **1.5 Risk Assessment**

1.5.1 Performance Management is identified in the Strategic Risk Register and currently assessed as a medium risk with a positive direction of travel. Within the register it is highlighted that without an effective performance management framework in place, the authority will not be able to understand any required improvements or achieve value for money.

### **1.6 Policy Considerations**

1.6.1 The Corporate Key Performance Indicators are aligned to the Corporate Strategy 2023-2027, and aim to provide data and analysis about the performance of the authority and support its improvement.

Background papers:

Nil

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