

**TONBRIDGE & MALLING BOROUGH COUNCIL**  
**HOUSING AND PLANNING SCRUTINY SELECT COMMITTEE**

**24 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 affordable housing and major planning application deadlines. In addition, there are also areas that continue to be challenging, particularly in relation to the delivery of the new Local Plan, demand for temporary accommodation and minor planning application deadlines.

**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:**

- **032: Housing Land Supply (HLS)** is now at 4.36 years. Whilst the target is to have 5 years supply, this new figures represents a considerable increase from 3.22 years in 2022. It should be noted that Government is proposing to change the methodology and this will likely have a negative bearing on future HLS figures.
- **034: Affordable Homes Built Out** increased to 157 in 2023/24 (from 30 in 2022/23).
- **100: Major Applications** – 90% were decided upon within government targets, an increase from 67% in the previous quarter.

**Areas to Highlight:**

- **033: T&M Local Development Scheme** - The Council took the decision to pause work on the Regulation 18b Local Plan due to the announcement that a revised National Planning Policy Framework (NPPF) would be consulted on very soon. An updated LDS was to be presented to members at the same

time as the Regulation 18b. A revised Local Development Scheme will now need to be drawn up following the implications of the NPPF being fully understood.

- **038: Number of People in Temporary Accommodation** – has increased to 136 from 91 in Q4 of 2022/23 demonstrating the ongoing growth in demand.
- **101: Minor Planning Applications** – although still above government targets, this KPI has dropped to 75.47% The introduction of Biodiversity Net Gain and the requirement to secure funding for monitoring will further impact on the timing for delivery of such schemes. The use of Extensions of Time is going to be essential to ensure applications are delivered to agreed timescales.

1.1.3 In addition, for **KPIs 035-037** it should be noted that a new IT system was implemented from June 2023 and all households on the housing register were asked to reapply. These changes to the IT system have resulted in these KPIs becoming temporarily disrupted. As such, there is a backlog in Housing Register Assessments and therefore the number on the register is artificially low at the moment. As things stand the housing department is currently assessing documentation that was submitted in January 2024 and applications with a priority date of 15 July to 15 August 2023 are currently being assessed.

1.1.4 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?**

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

1.1.6 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 of 2024/25
			Q1	Q2	Q3	Q4	
032	Housing Land Supply (years)	Annually	Grey	Grey	Green	Grey	Green
033	Milestones achieved on delivering the T&M Local Development Scheme	Quarterly	Yellow	Yellow	Yellow	Yellow	Red
034	Number of affordable homes built out per annum	Annually	Grey	Grey	Grey	Green	Grey

035	Number of people on housing register	Quarterly					
036	Number of HR applications received	Quarterly					
037	Waiting time for assessment of HR applications (days)	Quarterly					
038	Number of people in Temporary Accommodation	Quarterly					
039	Number of properties where property conditions have been improved	Quarterly					
040	Number of housing enforcement notices served	Quarterly					
041	Number of disabled facilities grants completed in the borough.	Quarterly					

**Table 1: Corporate KPIs**

1.1.6 As shown in Table 2, in Q1 there have been broadly positive and static trends in planning-related KPIs, with the exception being the determination of minor planning applications as referenced above. This represents an improved picture in comparison to Q3-Q4 of 2023/24.

KPI Ref	Key Performance Indicator	Frequency	Trend over 2023/24				Q1 of 2024/25
			Q1	Q2	Q3	Q4	
100	% against Government target of 60% (for major apps)	Quarterly					
101	% against Government target of 65% (for minor apps)	Quarterly					
102	% against Government target of 80% (for 'others')	Quarterly					
103	Number of appeals received	Quarterly					

104	Number of appeals determined - allowed	Quarterly					
105	Number of appeals determined - dismissed	Quarterly					
106	Number of planning enforcement cases opened	Quarterly					
107	Number of planning enforcement cases closed	Quarterly					
108	Number of planning enforcement notices served	Quarterly					

**Table 2: Other 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

contact: Jeremy Whittaker,  
Strategic Economic  
Regeneration Manager

Damian Roberts  
Chief Executive