



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL



## Housing Overview and Scrutiny Committee

13 July 2023

Report of Debbie Roberts, Head of Corporate Projects, Policy and Performance

# Corporate Plan Key Performance Indicators 2022/2023 Year-End Report

This year-end update report outlines South Kesteven District Council's performance against the Corporate Plan Key Performance Indicators (KPIs) for the year of 2022/2023. The end of year data represents information up to 31 March 2023.

### Report Author

Debbie Roberts, Head of Corporate Projects, Policy and Performance

 [Debbie.roberts@southkesteven.gov.uk](mailto:Debbie.roberts@southkesteven.gov.uk)

### Recommendations

**It is recommended Members of the Housing Overview and Scrutiny Committee:**

1. Review and scrutinise the performance against the Corporate Plan Key Performance Indicators in relation to the delivery of the Corporate Plan priorities and outcomes.
2. Use this report to inform and support their ongoing work programme.

## Decision Information

Does the report contain any  
exempt or confidential  
information not for publication? No

What are the relevant corporate  
priorities? High Performing Council

Which wards are impacted? All

## 1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

- 1.1 The financial considerations where appropriate are referenced throughout this report.

**Completed by Richard Wyles, Deputy Chief Executive and S151 Officer**

### ***Legal and Governance***

- 1.2 Regular reporting on agreed actions and measures is to be welcomed from a governance point of view, as it provides a transparent mechanism for reporting on performance.

**Completed by: Graham Watts, Assistant Director of Governance and Monitoring Officer**

### ***Risk and Mitigation***

- 1.3 No significant risks have been identified.

### ***Climate Change***

- 1.4 The contents of this report do not have a direct impact on the Council's carbon emissions or the carbon emissions of the wider district. More detailed information on carbon impact of individual projects or activities are outlined within the relevant project documentation or service plans.

## 2. Background to the Report

2.1 The South Kesteven Corporate Plan 2020-2023 was approved by Council on the 1<sup>st</sup> of October 2020. It was agreed by Council actions, key performance indicators (KPIs) and targets would be developed by the relevant overview and scrutiny committee, which would retain oversight of the performance management arrangements at a strategic level. These actions and indicators were then presented to the Rural and Communities Overview and Scrutiny Committee and agreed on the 12<sup>th</sup> of November 2020.

2.2 The Mid-Year report for 2022/2023 was presented to the Committee on the 8<sup>th</sup> of December 2022 and outlined the performance against the Corporate Plan for the financial year to date and included the annual review of all Corporate KPIs and contained recommendations for changes, additions, and removals.

2.3 This report builds on these historical reports to provide an update on performance to the end of the 2022/2023 financial year. It incorporates the changes recommended by the last KPI review to outline areas of the council's performance which are successful and to advise where challenges may lay.

2.4 Given the changes to the scrutiny committee structure and new Members on them, it is worth noting that questions to senior officers during the agenda item or more detailed investigations can be added to the committee work programme as agreed.

2.5 A further review of actions is due to be carried out to coincide with the Quarter 2 report. It should be noted 2023/2024 is the final year of monitoring these existing KPIs and all Members will have the opportunity to engage in the new Corporate Plan.

2.6 **Appendix A** outlines the overall performance against the original actions, as well as specific performance against the sub measures. Specific commentary is provided for each action, which is summarised as follows:

- 5 actions are rated Green. These are actions which are on or above target as planned.
- 2 actions are rated as Amber, these are those off target by less than 10% or where milestone achievement is delayed but with resolution in place to be achieved within a reasonable timeframe.
- 2 actions are rated as Red, this is falling significantly below target.

2.7 As part of the final KPI report for the financial year of 2022/2023, it is beneficial to review the work carried out against those actions being reported over the year in its entirety, as opposed to just the most recent quarter. With that in mind, the following actions, grouped by corporate priority, have had a brief summary provided:

2.8 **Housing That Meets The Needs Of All Residents 1** - Work in partnership with the housing market to stimulate housing growth.

The Council's Local Plan was adopted on the 30<sup>th</sup> of January 2020. The Local Plan sets out the Council's planning policies against which planning applications are assessed. The Plan sets out the District's housing needs for the period 2011-2036 and allocates sites to meet that need. The Plan's annual target for housing completions is 650 dwellings. A total of 642 net additional dwellings were completed in the monitoring year (2022/2023).

Whilst the delivery in the year 2022/2023 was below the target of 650 dwellings per year, it is important that the Council can demonstrate a five-year housing land supply (HLS). This is set out in paragraph 2.14.

Officers are reviewing the Council's housing needs as part of the Local Plan review which will include allocating any additional development sites should there be a need to increase the housing supply. The new Local Plan will cover the period upto 2041.

2.9 **Housing That Meets The Needs Of All Residents 2** - Work to reduce and prevent homelessness in our District.

This year the Council has undertaken a complete team restructure to ensure the service delivery can be met efficiently with the resources available. Additional funding has been drawn upon to ensure the Council are fully equipped to deal with the Homes for Ukraine resettlement scheme and Afghan resettlement scheme.

A Domestic Abuse Support Officer role has been created to provide additional support to those who are homeless or at risk of homelessness due to domestic abuse. Options within the private rented sector continue to be explored, as has working in partnership with a local management company to maximise -options within the private sector. The performance of the team will continue to be reviewed and monitored, with the aim of proactively responding to emerging pressures as they arise.

2.10 **Housing That Meets The Needs Of All Residents 3** - Increase the supply of high quality, sustainable Council houses.

Due to recent restructuring of the Housing Directorate and loss of several staff within the Housing Development team, a process has been undertaken to re-align the method in which new build housing is brought forward and delivery has now moved to the Corporate Projects area.

The Council are now looking to bring forward the pipeline of schemes on our own land whilst working in partnership with external developers to bring forward new build schemes to increase the number of council housing across the district.

Regarding solid fuel heating replacements, over 150 properties have now received heating upgrades in the form of modern efficient storage heaters or air source heat pumps through the Local Authority Delivery (LAD2) scheme which has now come to an end. 97 electric storage heating systems and 81 air source heat pumps have been installed. The aim is to continue with this valuable workstream in future capital programmes and for these works to form a part of the bid into the Social Housing Decarbonisation Fund (SHDF). To better reflect the work that will be carried out, additional measures will be considered as part of the Corporate Plan refresh to allow performance monitoring of more than heating upgrades going forwards.

**2.11 Housing That Meets The Needs Of All Residents 5 -** Undertake a Housing Review to provide the highest quality service possible to our tenants.

2022/2023 was a significant year in relation to the Housing service enabling the receipt of grant funding to support service delivery.

- Social Housing Decarbonisation Fund (SHDF) - Successfully awarded the full grant requested enabling energy efficiency upgrades to more than 330 properties. The grant award totalled £3.4m, supported with £3.8m Housing revenue Account (HRA) funding.
- Local Authority Housing Fund (LAHF) - Following Full Council agreement, a £2,098,750 allocation was secured from the Government-funded Local Authority Housing Fund. This will be supplemented by £2,383,750 from the Council's Housing Revenue Account reserves giving a total £4.482m project to purchase 21 properties.

External funding has been secured to support a Domestic Abuse worker (as 2.9), as well as liaison officers for both Ukraine and Afghan related business.

**2.12 Housing That Meets The Needs Of All Residents 6 -** Work with housing associations and developers to ensure quality affordable housing is delivered.

The Council allocates land for development in the Local Plan. It is a requirement for proposals of 11 or more dwellings that 30% of the development (20% in Grantham) should be affordable housing. Those affordable units can be delivered by the Council or by housing associations. In 2022/2023, a total of 151 affordable dwellings were completed. Of the total delivered, 78 dwellings were delivered in the four main towns as follows: Stamford (5), Grantham (34), Bourne (8), Market Deeping (31) and the rest (73) in the Larger Villages (Barrowby (49), Morton (15), Corby Glen (9)).

During 2022, two fully affordable schemes were completed - a development of five bungalows at Land off Trinity Road, Stamford (a Council scheme) and 49 units delivered by Longhurst in Barrowby (part of a wider allocation for 270 dwellings). The Council continues to work closely with developers to deliver housing schemes

both through planning applications and the Local Plan Review to ensure the Council continues to meet the needs of local residents.

2.13 **Housing That Meets The Needs Of All Residents 7** - Ensure the ambitions of the adopted Local Plan are met and a review framework is developed to deliver sustainable growth in the District.

The National Planning Policy Framework (NPPF) requires Council's identify a supply of deliverable sites to provide a minimum of five years' worth of housing against the required number of dwellings per year. The supply looks at planning permissions and allocated sites due to come forward over the next five years. It was confirmed in the most recent Annual Position Statement (2022), the Council had a 5.2-year housing land supply (HLS). The Council has completed a consultation on the 2023 Annual Position Statement, and it is currently anticipated in excess of 5 years HLS will be demonstrated. Once the results of the consultation have been analysed, it is expected the Council will submit the final Annual Position Statement for examination by the Planning Inspectorate at the end of July 2023.

The review of the Local Plan commenced in April 2020. A Regulation 18 Issues and Options consultation was launched in October 2020 which sought the scope of the Local Plan review. A Call for Sites was launched, inviting landowners to submit details of any land that could come forward for development during the Plan period. A revised Local Development Scheme setting out the timetable for the Local Plan Review was agreed by Cabinet (June 2023) The Council has been preparing a Draft Local Plan in accordance with Regulation 18 for consultation. The consultation is now expected to commence in October/November 2023.

2.14 **Housing That Meets The Needs Of All Residents 9** - Ensure that major developments in South Kesteven are high quality, with sustainable, good design.

The Council uses Building for a Healthy Life as a tool to assess Major residential applications (10 dwellings or more), along with other guidance such as the Council's Design Supplementary Planning Document (SPD) and National guidance. Although the tool is widely used at various stages of the planning process, data for schemes which have been approved by Planning Committee is recorded in order to assess the quality of schemes granted permission.

In 2022/2023, there were five schemes assessed against the Building for a Healthy Life. Of those schemes, four (80%) reached the target (minimum six greens and no reds).

Other notable successes in terms of design quality which have now been constructed, for example the new Aldi store at Stamford, had significant amendments to its design before it was approved. The result is a development which is considerably better than the original store proposed. This is testament to

processes such as the monthly Design PAD review, at which many improvements were negotiated by the multidisciplinary team.

Officers and Councillors attended study tours in July and November 2022 to review completed schemes and reflect on their design. This is a positive experience for all and is an opportunity to learn from examples of good development.

## 2.15 **Housing That Meets The Needs Of All Residents 10** - Prioritise bringing private sector empty properties back in to use.

The average number of empty properties in South Kesteven continues to be well below the national average. There will be continuance of a proactive approach when monitoring this number through meetings of the empty homes project group, with the aim of driving further reductions in how many properties are left empty for any significant length of time.

## 3. **Key Considerations**

- 3.1 The KPIs are produced and presented to each relevant scrutiny committee twice a year. These are the mid-year Q2 data and Q4 year-end data.
- 3.2 The new Corporate Plan is due to be adopted in Autumn 2023. At that point, new KPIs will be approved by each Committee and collection of outcomes will commence from 1 April 2024.

## 4. **Reasons for the Recommendations**

- 4.1 This is a regular report where Members are invited to scrutinise and comment on performance.

## 5. **Background Papers**

- 5.1 Previous KPI updates available on Modern.gov.
- 5.2 *Adoption of the South Kesteven Local Plan* – Report to Council, Published 30 January 2020, available online at:  
<http://moderngov.southkesteven.gov.uk/documents/s24718/Council%20report%20300120%20Local%20Plan.pdf>
- 5.3 *Local Authority Housing Fund (LAHF) Update* - Report to Council, Published 1 March 2023, available online at:  
<https://moderngov.southkesteven.gov.uk/documents/s37055/Local%20Authority%20Housing%20Fund.pdf>

## 6. **Appendices**

- 6.1 Appendix A: End of year KPIs