



SOUTH
KESTEVEN
DISTRICT
COUNCIL



Housing Overview and Scrutiny Committee

Thursday, 6 June 2024

Report of Cllr Philip Knowles, Cabinet Member for Corporate Governance and Licensing

Corporate Plan 2020-23 Key Performance Indicators End-of-Plan and 2023/24 End-Year (Q4) Report

Report Author

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Purpose of Report

This report outlines South Kesteven District Council's performance against the Corporate Plan 2020-23 Key Performance Indicators (KPIs) from January-March 2024, and presents a summary of overall performance over the lifecycle of the Corporate Plan 2020-23.

Recommendations

That the Committee:

1. **Review and scrutinise the performance against the Corporate Plan Key Performance Indicators in relation to the delivery of the Corporate Plan 2020-23 priorities and outcomes.**
2. **Use this report to inform and support the ongoing work programme of the Committee.**

Decision Information

Does the report contain any exempt or confidential information not for publication?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

What are the relevant corporate priorities? Housing

Which wards are impacted? (All Wards);

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: Paul Sutton Interim Head of Finance (Deputy 151)

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. The report highlights that a new KPI suite has been adopted and this will be reflected in future reports.

Completed by: James Welbourn, Democratic Services Manager and Deputy Monitoring Officer

2. Background to the Report

2.1 The South Kesteven Corporate Plan 2020-2023 was approved by Council on the 1st of October 2020. It was agreed by Council that 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 (note Housing OSC was not established until July 2023) and agreed on the 12 November 2020.

- 2.2 Regular mid-year (Q2) and end-of-year (Q4) KPI reports were presented to the responsible Committee for scrutiny over the previous four years.
- 2.3 The last prior was the Mid-Year report for 2023/24, which was presented to the Committee on 22 January 2024 and outlined the performance against the Corporate Plan 2020-23 for Quarter 2 2023/24.
- 2.4 2023/24 was the final year of reporting on the Corporate Plan 2020-23 KPI suite. The Corporate Plan 2024-27 was adopted by Council in January 2024.
- 2.5 This report is the last on the Corporate Plan 2020-23, providing an update on performance for the 2023/24 financial year, and a summary overview of the Council's performance over the period 2020/21 to 2023/24.

Corporate Plan 2020-23 End-of-Plan Action Review

- 2.6 The Corporate Plan 2020-23 listed ten actions under the Priority: *Housing that Meets the Needs of All Residents*. These actions set the Council's agenda for the life of that Plan.
- 2.7 The first round of performance reporting in 2020/21 introduced a series of criteria for what successful delivery would look like. This criterion has been used as the yardstick to judge the Council's overall performance against the stated actions.
- 2.8 It should be recognised that the Council is not a static organisation. Over the course of the Plan's lifecycle there were significant changes to the senior political and officer leadership. There also were challenging external conditions, from the pandemic – the longer-term impacts and legacy of which were not clear at the start of the Plan, the onset of the Ukraine conflict in February 2022 and cost of living crisis. Each development will have influenced the Council's priorities and resource allocations.
- 2.9 Furthermore, the stated actions had varying levels of Council control. Some were wholly within the Council's control e.g. delivery of service reviews for Planning and Housing and the resultant implementation of action plans. Others were substantially outside the Council's control e.g. an action with the success criteria of a 'reduced number of homeless persons in the district'. An alternative success criterion would assess how the service has performed under the external pressure from challenging economic conditions, but using the strict yardstick the stated action was not achieved. Finally, some actions were significantly outside the Council's control e.g. the future of the Prince William of Gloucester Barracks where the decisionmaker is the Ministry of Defence.
- 2.10 For these reasons, the Council's stated success conditions with the context of degree of control, rather than the individual metrics which evolved over the reporting cycle, are preferred as the simplest and most direct form of accountability.
- 2.11 Of the ten stated actions:
 - Four were wholly within the Council's control and successfully achieved.

- One was wholly within the Council's control and was not successfully achieved.
- Two were substantially outside the Council's control and were not successfully achieved.
- Three were significantly outside the Council's control. One was successfully achieved and two were not.

2.12 A summary is set in Table 1 below:

Table 1: Summary Review of Corporate Plan 2020-23 Housing Actions

Action	Success Criteria	SKDC Control	End of Plan Status
Work in partnership with the housing market to stimulate housing growth.	Achieve the adopted Local Plan target for delivery of homes, with a particular focus on addressing historic under achievement of growth targets within Grantham.	Significantly outside	Unachieved
Work to reduce and prevent homelessness in our District.	Work to reduce the number of homeless persons in the district	Substantially Outside	Unachieved
Increase the supply of high quality, sustainable Council houses.	The delivery of new Council Homes that meet the relevant (Code for Sustainable Homes), and reduce overall Co2 emissions	Within SKDC control	Unachieved
Undertake a Planning Review to improve performance and support local sustainable, high-quality growth.	Completion of Planning Review and implementation of recommendations	Within SKDC control	Achieved
Action	Success Criteria	SKDC Control	End of Plan Status
Undertake a Housing Review to provide the highest quality service possible to our tenants	Completion of Housing Audit recommendations through an approved Improvement Plan	Within SKDC control	Achieved
Work with housing associations and developers to ensure quality affordable housing is delivered.	Increase in the number of Affordable new homes delivered in the district	Significantly outside	Achieved
Ensure the ambitions of the adopted Local Plan are met and a review framework is developed to deliver sustainable growth in the District.	Meeting or exceeding housing delivery targets Determination of planning applications in line with Local Plan	Within SKDC control	Achieved
Work with Homes England, the Ministry of Defence and other partners to develop holistic masterplans for the delivery of	Development of a masterplan for the Prince William of Gloucester Barracks site that supports the delivery of new homes	Significantly outside	Unachieved

Grantham's Southern Urban Extension.	in accordance with the trajectory set out in the local plan.		
Ensure that major developments in South Kesteven are high quality, with sustainable, good design.	Developments that satisfy the requirements of the emerging district-wide design guidance and which meet the latest standards for carbon-reducing housing design.	Within SKDC control	Achieved
Prioritise bringing private sector empty properties back in to use.	Increase in the number of empty properties brought back into use as high-quality new homes	Substantially Outside	Unachieved

2.13 Appendix A presents a review of the Council's performance against the Housing priority actions for the Corporate Plan 2020-23.

End-of-Year 2023/24 Update

2.14 Appendix B presents the overall performance against the seven actions being presented for Q4 2023/24, as well as specific performance against the sub measures contained within those. Specific commentary is provided for each action, which is summarised as follows:

- Three of the actions are rated Green. These are actions which are on, or above target as planned.
- Four of the actions are rated Amber. This is an action which is currently below the planned target.
- Zero actions are rated Red. This is an action, which is currently significantly below the planned target.
- Three actions of the original ten are no longer reported.

Future Reporting

2.15 To accompany the Corporate Plan 2024-27, a new suite of KPIs was developed to reflect the priorities, ambitions, and actions of the new Plan. In the development process it was decided that the Planning Committee would be best qualified to scrutinise planning related KPIs. All the new measures are wholly within the Council's control.

2.16 The new KPI suite with proposed targets for 2024-27 was presented to, considered, and approved by the Committee on 21 March 2024.

2.17 The new KPI suite is included for the Committee's reference, incorporating the alterations and recommendations stipulated by the Committee in the March session.

2.18 The Committee will receive the first report on the new KPIs (mid-year 2024/25) in Quarter 3 2024/25.

3. Key Considerations

- 3.1 This is the last presentation of the KPIs for the Corporate Plan 2020-23. A general overview of the Council's performance displays that SKDC achieved four of the ten stated actions under the Priority: Housing that Meets the Needs of All Residents in the Corporate Plan 2020-23. Five of these actions however were substantially or significantly outside the Council's control. Of the five actions directly within the Council's control: SKDC achieved four and has made good progress in delivering the fifth (HRA new build pipeline).
- 3.2 This is also a presentation of the end year (Q4) data for 2023/24.
- 3.3 There is commentary for each of the KPIs with an appropriate update from each area.
- 3.4 The Corporate Plan 2024-27 was adopted in January 2024. A new KPI suite to reflect the new Corporate Plan was approved by Committee in March 2024. The first report using the new KPIs will be presented in Quarter 3 2024/25.

4. Reasons for the Recommendations

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

5. Appendices

- 5.1 Appendix A – Corporate Plan 2020-23: Housing that Meets the Needs of All Residents – End of Plan Action Review
- 5.2 Appendix B - KPI Report: Housing OSC End-of-Year (Q4) 2023/24
- 5.3 Appendix C - Approved KPI Suite 2024-27