

**HOUSING, PLANNING, REGENERATION & REGULATORY SCRUTINY COMMITTEE  
10TH DECEMBER 2019**

**Report of the Director of Housing, Planning, Regeneration & Regulatory Services  
Lead Member: Various**

**ITEM 07     2019-20 QUARTER 2 PERFORMANCE MONITORING REPORT**

Purpose of Report

To provide performance monitoring information and results for the second quarter of 2019-20, in respect of the Corporate Plan Objectives and Key Performance Indicators for the Housing, Planning, Regeneration & Regulatory Services Directorate.

Action Requested

The Committee is requested to note the performance results; associated commentary and the explanations provided.

Reason

To ensure that targets and objectives are being met, and to identify areas where performance might be improved.

Policy Context

Quarterly reporting of performance is a key element of monitoring progress towards delivering the Council's Corporate Objectives and Initiatives as set out in the Corporate Plan and Annual Business Plan.

Background

The Committee receives performance reports on a quarterly basis to allow it to monitor progress against achieving the agreed targets which support the delivery of the Council's objectives as set out in the Corporate Plan (2016-2020). As part of the scrutiny arrangements it is envisaged that the Committee will be forward and outward looking and review performance through investigating how performance can be improved, for example by visiting Council's where performance exceeds that of Charnwood.

The attached report presents detailed performance results for quarter two of 2019-20, of the fourth and final year of the Corporate Plan (2016-2020) for the Housing, Planning, Regeneration & Regulatory Services Directorate. It provides explanations and commentary in respect of poor performance or non- achievement of targets and details of remedial actions being taken where appropriate. The report focuses on detailed information and dashboard reporting in order to provide the Committee with the information required to sufficiently scrutinise performance.

### Options Available with Reasons

The Committee has the option to use the performance information to suggest new items for the scrutiny work programme of the Scrutiny Commission.

### Financial and Legal Implications

None directly arising from this report.

### Risk Management

The risks associated with the options available and proposed actions to mitigate those risks are set out in the table below.

<b>Risk Identified</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Management Actions Planned</b>
Failure to maintain a rigorous and embedded performance management framework could adversely impact on the achievement of the outcomes and objectives set out in the Council's Corporate Plan.	Low	High	Quarterly performance monitoring, including reporting to the Senior Management Team, and to this Panel.

Background Papers: None

Officer(s) to contact: Eileen Mallon  
Director of Housing, Planning, Regeneration & Regulatory Services  
(01509 634662)  
[eileen.mallon@charnwood.gov.uk](mailto:eileen.mallon@charnwood.gov.uk)

Suzanne Kinder  
Corporate Improvement and Policy Officer  
(01509 634504)  
[suzanne.kinder@charnwood.gov.uk](mailto:suzanne.kinder@charnwood.gov.uk)

# Housing, Planning & Regeneration and Regulatory Services Directorate

# Corporate Plan (2016-2020) Priorities



## Creating a Strong and Lasting Economy

***“A strong growing and diverse economy is good for every business, community and household.”***

New businesses, new homes and improved infrastructure will be key features in the next four years, with a range of affordable homes, new schools, shops and leisure facilities being planned to accommodate growth. We will support our rural communities, maintaining the characteristics that make them special, whilst encouraging the rural economy through small business investment and tourism opportunities. We will embrace innovation and technology so that Charnwood can compete on a worldwide platform at the highest level. We will maintain our commitment to our environment, celebrating its significance to both our heritage and future.



## Every Resident Matters

***“Every resident is important to us. Our vision is to make sure that Charnwood is a great place to live for families by creating a safe, secure & caring environment.”***

We want everyone to feel valued, have a sense of belonging, share in our successes and enjoy life. We will provide opportunities to participate in social, leisure and cultural activities and in community life. We will also look after the more vulnerable members of our community and give support to those who need it most, especially older people and those less able to cope. We will nurture our young people and celebrate our rich cultural mix. We will welcome new communities so that we can all celebrate and enjoy our diverse culture.



## Delivering Excellent Services

***“We will maintain our focus on meeting our customers’ and residents’ needs.”***

We will provide high quality, affordable and responsive services and improve online access to them. We are always seeking to improve the services that we deliver, by providing strong community leadership, being well governed, accountable, open and transparent. We will maintain the financial stability of the Council whilst continuing to seek ways to deliver better services as efficiently as possible.

# Performance Overview

Quarterly reporting of performance is a key element of monitoring progress towards delivering the Council's Corporate Objectives and Initiatives as set out in the Corporate Plan (2016-2020) and Annual Business Plan (2019-2020). This report presents detailed performance results for the Quarter 2 of 2019-2020, in respect of the Corporate Plan Objectives and Key Performance Indicators for the **Housing, Planning & Regeneration and Regulatory Services Directorate**. It provides explanations and commentary in respect of poor performance, or non-achievement of targets, and details of remedial actions being taken where appropriate.

## **Corporate Performance Objectives: Quarter 2 2019-2020**

Overall, at Quarter 2 there are **53** activities in the Annual Business Plan (2019-2020) which address the objectives outlined in the Corporate Plan. There is **1** objective reported as red, **14** objectives graded as amber in status this quarter and **37** are assessed as green. In addition, **1** objective has been completed this quarter.

## **Housing, Planning & Regeneration and Regulatory Services Directorate Performance Objectives: Quarter 2 2019-2020**

At Quarter 2 there are **19** activities which are assigned to and are the responsibility of the **Housing, Planning & Regeneration and Regulatory Services Directorate**. There are **6** objectives graded as amber in status this quarter and **13** are assessed as green.

### **Corporate Performance Indicators: Quarter 2 2019-2020**

Corporate performance against the Business Plan Indicators at Quarter 2 includes **2** indicators assessed as amber, **12** are green and **12** have not yet started (as they are scheduled for reporting in future quarters).

Performance against the Key Indicators associated with the Corporate Plan at Quarter 2 includes **1** assessed as red, **3** indicators rated at amber, **8** indicators are green and **5** have not yet started (as they are scheduled for reporting in future quarters).

### **Housing, Planning & Regeneration and Regulatory Services Directorate Indicators: Quarter 2 2019-2020**

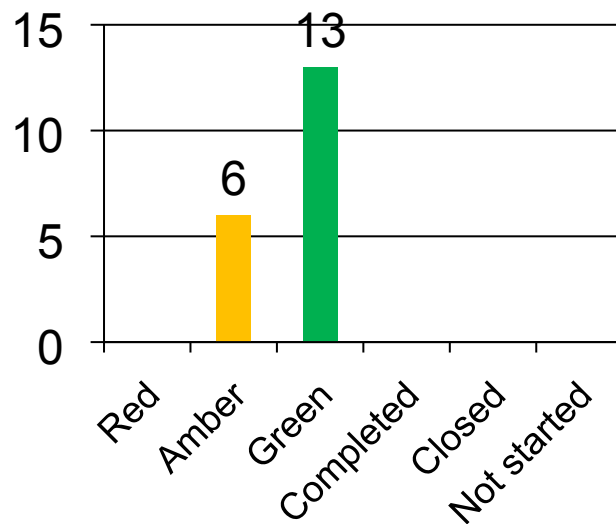
At Quarter 2 there are 5 Business Plan Indicators which are assigned to and are the responsibility of the **Housing, Planning & Regeneration and Regulatory Services Directorate**. At Quarter 2 **1** is assessed as green, **1** indicator rated at amber, and **3** have not yet started (as they are scheduled for reporting in future quarters).

Directorate performance against the Council's Key Indicators, at Quarter 2, includes **1** indicator assessed as amber, **6** indicators graded as green, and **4** have not yet started (as they are scheduled for reporting in future quarters).

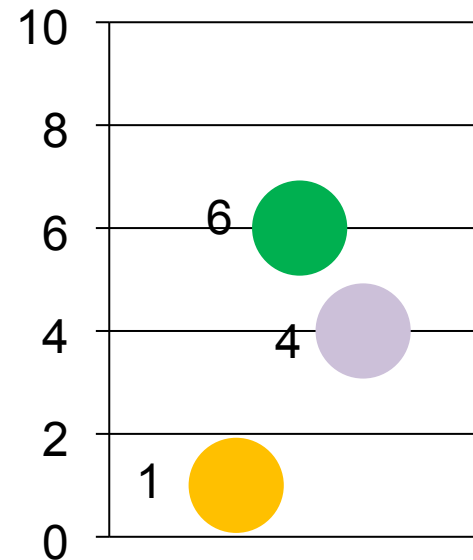
# Housing, Planning and Regeneration and Regulatory Services Directorate Dashboard

Quarter 2: 2019-2020

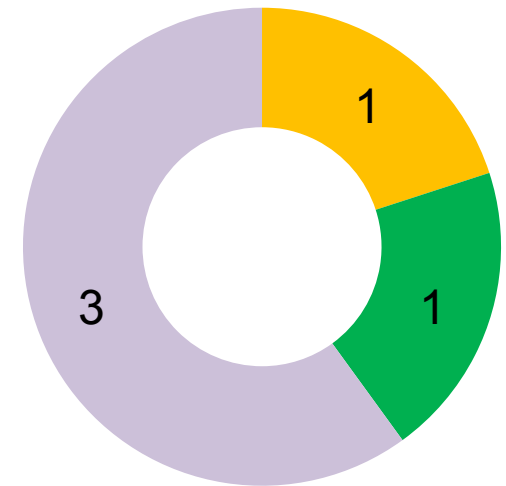
Business Plan Objectives



Key Performance Indicators



Business Plan Indicators

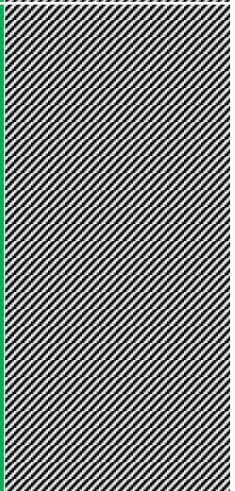


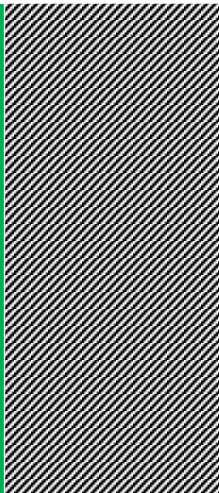
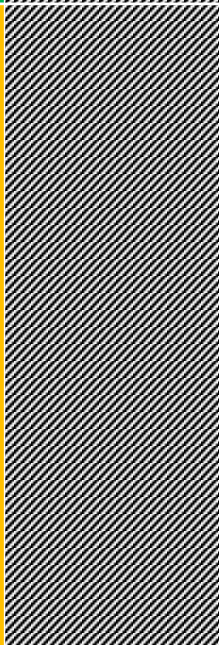
## Creating a Strong and Lasting Economy

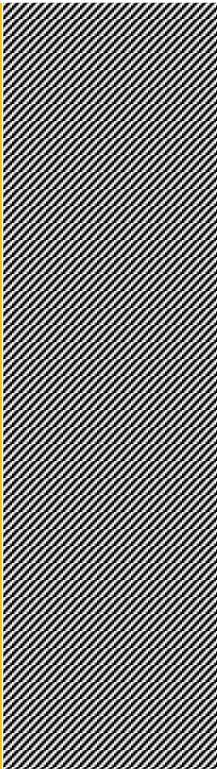
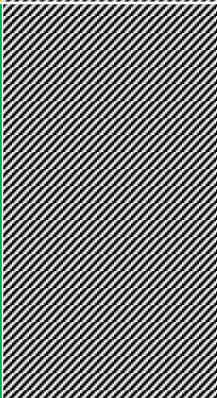
Corporate Plan Outcome (2016-2020)	Business Plan Action (2019-2020)	Measurable Success Criteria	Progress	RAG	Linked Indicators
SLE1 - PR (1) - Encourage new jobs to the Borough through promoting the delivery of the Science Park and Enterprise Zone and encouraging new businesses to towns and villages.	Further inward investment opportunities to the Borough sought by employing the INCharnwood brand as a promotional tool.	<p><b>A)</b> Business event promoting the INCharnwood brand held with a minimum of 100 businesses in attendance.</p> <p><b>B)</b> Promotional video showcasing Charnwood to investors released by December 2019. <b>Complete at Q1.</b></p>	<p>We continue to respond to investor enquiries and work closely with Loughborough Science &amp; Enterprise Park, and Charnwood Campus, to court investors to the Enterprise Zone.</p> <p>There has been liaison with the LLEP regarding investment planning for the Loughborough Enterprise Zone sites. A planning application has been received which proposes development to the west of the University's portion of the Enterprise Zone's science park.</p> <p>Additionally, approval has been given by the Leicester Business Festival to hold 2 events using the INCharnwood brand.</p> <p><b>A)</b> Planning has continued throughout Quarter 2, with LATi, to develop a major promotional event, due to be held in February 2020.</p> <p><b>B) Complete at Quarter 1.</b></p>	G	



<b>SLE1 - PR (2) - Encourage new jobs to the Borough through promoting the delivery of the Science Park and Enterprise Zone and encouraging new businesses to towns and villages.</b>	Establish the governance mechanism and investment plan for the delivery of the Charnwood Campus and Loughborough University Science and Enterprise Park as part of the Loughborough and Leicester Enterprise Zone.	Agreement in place with the Councils delivery partners, being Leicester City Council and the Leicester and Leicestershire Enterprise Partnership by December 2019.	Discussions are on-going with Leicester and Leicestershire Strategic Enterprise Partnership, Leicester City Council and Leicestershire County Council about the governance structure. To progress further in Quarter 3.	<b>A</b>	
<b>SLE2 - PR (1) - Ensure that a growth in homes and infrastructure benefits residents through improved community facilities, affordable housing and superfast broadband.</b>	Draft local plan completed for consultation, to guide the provision of homes and jobs across the Borough.	Draft local plan published for consultation by December 2019.	The draft local plan is to be submitted to Cabinet on 17th October 2019, for approval prior to consultation. A six-week public consultation is planned for November and December 2019.	<b>G</b>	
<b>SLE2 - PR (2) - Ensure that a growth in homes and infrastructure benefits residents through improved community facilities, affordable housing and superfast broadband.</b>	Establish a Housing Delivery Company to provide a vehicle for investment in land and property.	Housing Delivery Company fully established by September 2019.	The establishment of a Housing Delivery Company was paused, in order to allow approval of the Investment Strategy at Cabinet (September 2019), as this identified the capital funding of £10m to provide additional new homes. We are now looking at the best way to deliver this, which will depend upon the business case for either market or affordable homes.	<b>A</b>	
<b>SLE2 - HOU - Ensure that a growth in homes and infrastructure benefits residents through improved community facilities, affordable housing and superfast broadband.</b>	Bring Empty Homes back into use through housing advice/ assistance and partnership grants.	50 Empty Homes brought back into use as a result of action by the Council.	<p>In Quarter 2, 11 empty homes have been returned into use as a direct result of advice and assistance from the Council's Empty Homes Officer.</p> <p>A total of 16 empty homes brought back into use, to date.</p>	<b>A</b>	<b>BP3</b>

<p><b>SLE3 - PR (1) - Take action to protect the environment for future generations and ensure a clean borough for all to enjoy.</b></p>	<p>Implement the actions in the Carbon Management Plan to achieve the carbon reduction target by 2020.</p>	<p>15% reduction in CO2 emissions by 2020 (from a baseline of 2,133 tCO2 in 2012/13).</p>	<p>Carbon Management Plan projects have delivered sustained reductions in carbon emissions. In 2017/18 the Council's carbon footprint was 1,436 tCO2e, 32% decrease in emissions.</p> <p>The Carbon Management Plan 2020 is due to be closed, due to the completion of actions. Urban Foresight have been appointed to support the Council to produce a 10-year Carbon Management Plan, setting out the actions and milestones required to deliver carbon neutrality by 2030. Plan scheduled to be launched in March 2020.</p>	<p><b>G</b></p>	
<p><b>SLE3 - PR (2) - Take action to protect the environment for future generations and ensure a clean borough for all to enjoy.</b></p>	<p>Promote high quality design in new developments to raise design standards.</p>	<p><b>A)</b> Design Guide published by April 2020.</p> <p><b>B)</b> Charnwood Design Awards held by March 2020.</p>	<p><b>A)</b> A Design Supplementary Planning Document was published for consultation on 30th September 2019. The six-week public consultation ends on 11th November 2019.</p> <p><b>B)</b> Nominations have been invited and shortlisting is complete. The judging panel is due to meet on 23rd October 2019 and the Charnwood Design Awards will take place on 28th November 2019.</p>	<p><b>G</b></p>	

<p><b>SLE3 - RS - Take action to protect the environment for future generations and ensure a clean borough for all to enjoy.</b></p>	<p>Review the Charnwood Borough Council Dog Control Public Spaces Protection Order 2017 to retain the existing controls and extend controls, if appropriate.</p>	<p>Review completed by December 2019 and Order in place for a further 3-year period.</p>	<p>July Cabinet on 4th July approved Notice of Intention for the proposed extension and variation of the Dog Control PSPO. Formal consultation period now completed. Delegated Decision, in consultation with Lead Member for Regulatory Services, to be finalised in Quarter 3 and the PSPO to be implemented by January 2020.</p>	<p><b>G</b></p>	
<p><b>SLE4 - PR (1) - Promote the Borough to increase tourism and support initiatives to help our towns and villages to thrive. Develop new and revitalised Town Centre Masterplans for Loughborough and Shepshed.</b></p>	<p>Establish a scheme of capital works to extend and improve the Shepshed public realm.</p>	<p>Shepshed scheme approved for implementation by December 2019.</p>	<p>There have been delays with this action as there was an unexpected need to commission consultants to undertake design work as this service is no longer available from Leicestershire County Council. This will require time to undertake a tendering process to appoint appropriate consultants.</p> <p>However, throughout Quarter 2 initial preparatory work has been undertaken ready to submit a bid (subject to Cabinet approval in October '19) for funding for £600,000 from the Business Rates Pool administered by the LLEP.</p>	<p><b>A</b></p>	

<p><b>SLE4 - PR (2) - Promote the Borough to increase tourism and support initiatives to help our towns and villages to thrive. Develop new and revitalised Town Centre Masterplans for Loughborough and Shepshed.</b></p>	<p>Establish a scheme of capital works to extend and improve the Bedford Square/Wards End public realm.</p>	<p>Bedford Square/Wards End scheme approved for implementation by December 2019.</p>	<p>Currently behind timescales as there was an unexpected need to commission consultants to undertake design work as this service is no longer available from Leicestershire County Council. This required time to undertake a tendering process to appoint appropriate consultants.</p> <p>A Project Consultant was identified on 30<sup>th</sup> September 2019. Additionally, a Project Executive Team has been established and has met twice in this quarter, whilst the Loughborough Town Team has established a Task and Finish group to assist in the progression of the project. A bid has been submitted to the LLEP for further revenue funding for the project.</p>	<p><b>A</b></p>	
<p><b>SLE4 - RS (1) - Promote the Borough to increase tourism and support initiatives to help our towns and villages to thrive. Develop new and revitalised Town Centre Masterplans for Loughborough and Shepshed.</b></p>	<p>Complete improvements to Browns Lane, Southfields Office, Syston and Woodhouse Eaves car parks to maintain the long-term viability of the car parks and increase customer car parking facilities across the Borough.</p>	<p>4 car parks resurfaced and repaired in line with the Council's Capital Programme.</p>	<p>Throughout Quarter 2, Internal meetings and site visits have taken place with Property Services to develop scope of works.</p> <p>A survey of car parks was completed, to prioritise work. An internal meeting with Property Services took place to agree a potential programme of works. The tender process proposed to commence in Quarter 3.</p>	<p><b>G</b></p>	

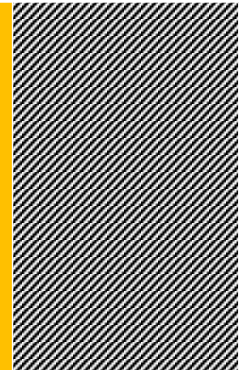
**SLE4 - RS (2) - Promote the Borough to increase tourism and support initiatives to help our towns and villages to thrive. Develop new and revitalised Town Centre Masterplans for Loughborough and Shepshed.**

Complete phase 1 of the Beehive Lane car park improvements and refurbishment scheme to maintain the long-term viability of the car park and encourage increased customer car parking in Loughborough.

Installation of new car park railings on the top floor of Beehive Lane car park completed by March 2020.

Potential contractors identified through the ESPO framework contract, with initial site meetings undertaken in Quarter 2. New procurement tender process proposed to be undertaken by Property Services in Quarter 3, subject to minor amendments to planning permission.

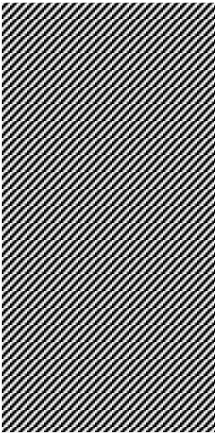
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## Every Resident Matters

					Linked Indicators	
ERM1 - LS - Keep our residents safe through implementing a new community safety plan, combatting ASB and investing in emergency planning, food safety and safeguarding.	Undertake the 2019/20 programme of works to install 21 new communal door entry systems in order to provide enhanced security for tenants.	21 new communal door entry systems installed.	Work is in progress in installing 17 communal door entry systems. On target for completion by the close of Quarter 4.	G	BP16	NS
ERM1 - RS (1) - Keep our residents safe through implementing a new community safety plan, combatting ASB and investing in emergency planning, food safety and safeguarding.	Review the Hackney Carriage and Private Hire Licensing Policy to continue to ensure the safety/ protection of those using Taxis and Private Hire Vehicles within Charnwood.	Final Policy agreed and published by March 2020.	Draft Licensing policy and report prepared, in consultation with Legal Services, for Licensing Committee on 22.10.19. Amendments made in proposed policy to Enforcement and Convictions scheme in line with national Guidance.	G		
ERM1 - RS (2) - Keep our residents safe through implementing a new community safety plan, combatting ASB and investing in emergency planning, food safety and safeguarding.	Create and undertake an inspection programme for all new Animal Activity Licences issued under the Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018, to ensure that all premises comply with the minimum legal standards.	<p><b>A)</b> 100% of planned inspections are completed during the year.</p> <p><b>B)</b> 80% of Licences held achieve a level of 3 Stars or above as determined under the Animals Activity Star Rating System.</p>	<p><b>A)</b> 1 planned inspection of Hiring of Horses establishment due was completed in Quarter 2.</p> <p><b>B)</b> 95% (60 out of 63) of all Licences held achieve a level of 3 stars or above.</p>	G	BP10	NS

<p><b>ERM2 - LS (1) - Make Charnwood an attractive place for all through investment in our housing stock, funding community groups, and providing a range of diverse opportunities and events.</b></p>	<p>Invest in our housing stock through the delivery of (an estimated total of) 537 kitchens, bathrooms and heating installations to provide high quality homes for Council tenants.</p>	<p><b>A)</b> 108 kitchens, 239 bathrooms, and 190 heating installations.</p> <p><b>B)</b> KI5: 0% non-decent council general needs homes.</p>	<p><b>A)</b> To date, delivery totals:</p> <p><u>Bathroom and level access shower replacements:</u> 189 have started (158 are handed over, 15 are completed awaiting hand over, and 16 are in progress).</p> <p><u>Heating:</u> 140 have started (128 are handed over and 12 are completed awaiting handover).</p> <p><u>Kitchens:</u> 15 have started (6 are completed awaiting handover, 9 and are in progress).</p> <p><b>B)</b> Not scheduled to report until Quarter 4.</p>	<p><b>G</b></p>	<p><b>KI5</b></p>	<p><b>NS</b></p>
<p><b>ERM2 - LS (2) - Make Charnwood an attractive place for all through investment in our housing stock, funding community groups, and providing a range of diverse opportunities and events.</b></p>	<p>Refurbish 10 communal areas on the Bell Foundry estate to provide an enhanced environment for tenants, residents and visitors.</p>	<p>Completion of works, with 10 communal areas refurbished.</p>	<p>6 blocks at Freehold Street and 4 blocks on Russell Street have been identified. Costing has been completed and start dates are to be confirmed with our contractor.</p>	<p><b>G</b></p>	<p><b>BP19</b></p>	<p><b>NS</b></p>

ERM2 - HOU (1) - Make Charnwood an attractive place for all through investment in our housing stock, funding community groups, and providing a range of diverse opportunities and events.	Deploy available resources from the Right to Buy Receipts to acquire additional properties to meet the housing needs of households on the housing register	Purchase between 10 and 12 properties in 2019-2020 to meet the housing needs of the Borough.	<p>Sales have been completed on 2 properties (a 3-bed house and 3 bed bungalow), with a further 9 being progressed (a 2-bed ground floor flat, a 2-bed bungalow, 6 properties of 2 bed houses, and a 4-bed house.</p> <p>To date £1,945,324 of the budget for 2019/2020 has been spent or committed leaving a balance of £851,676.</p>	G		
ERM2 - HOU (2) - Make Charnwood an attractive place for all through investment in our housing stock, funding community groups, and providing a range of diverse opportunities and events.	Provide suitable temporary accommodation (excluding bed & breakfast) within Charnwood that meets the needs of homeless applicants.	50% of suitable temporary accommodation (excluding bed & breakfast) meeting the needs of homeless applicants.	86% of temporary accommodation placements provided by Charnwood Borough Council, to homeless households (as at 30th September 2019), were in the Councils housing stock and deemed to be suitable.	G	BP21	G



# Business Plan Indicators

The Business Plan indicators below are those which Charnwood Borough Council directly impacts:

Indicator	Quarter 1	Quarter 2	Target	Commentary
BP3 - Number of Empty Homes brought back into use (Cumulative Target)		16 Homes	A	20 Homes 16 of 50 Homes delivered to date. See SLE2 HOU for further information.  Tolerance set at 15 Homes.
BP10 - Percentage of planned inspection for Animal Activity Licenses			NS	Annual Target- to be reported in Quarter 4. See ERM1 RS2 for further information.
BP16 - Number of communal door entry systems installed			NS	Annual Target- to be reported in Quarter 4. 17 of 21 doors currently being progressed. See ERM1 LS for further information.
BP19 - Number of communal areas refurbished on Bell Foundry Estate			NS	Annual Target- to be reported in Quarter 4. See ERM2 - LS (2) for further information.
BP21 - Percentage of suitable temporary accommodation for homeless applicants		86%	G	50% Achieved 86% (against a 50% target) at Quarter 2. See ERM2 - HOU (2) for further information.

# Key Corporate Indicators

The key indicators below are those which Charnwood Borough Council directly impacts:

Indicator	Quarter 1	Quarter 2		Target	Commentary
KI3 - Percentage of food establishments that achieve level 3 (broadly compliant) within the Charnwood Food Hygiene Rating System	97.70%	97.70%	G	92.00%	1447 (97.7%) out of a total of 1481 registered food businesses have been rated at level 3 and above at the end of Quarter 2.
KI5 - Percentage non-decent council general needs homes			NS		Annual Target- to be reported in Quarter 4.
KI6 - % rent collected (including arrears brought forward) <i>(Cumulative Target)</i>	90.09%	93.90%	G	92.01%	Exceeded Quarter 2 target by 1.89%.
KI11 - Percentage rent loss from void properties <i>(Proxy Target)</i>	2.15%	2.30%	A	2.20%	<p>Rent loss of £260,763 against available rent of £113,308.68. The rent loss breakdown equates to £131,365 for General Needs and £129,398 for Sheltered Housing accommodation.</p> <p>Void turnaround times have been impacted by 6 properties which were having major works completed for a combined total of 861 days. The Voids Working Groups continue to meet regularly to discuss processes and individual properties. In addition to this the Senior Allocations and Lettings Officer meets with the Senior Repairs Officer to discuss the weekly voids and prioritise the properties to be completed.</p> <p>The Sheltered Housing Review is underway to consider the options to reduce long term voids within the Sheltered Schemes.</p> <p><i>Tolerance set at 2.40%</i></p>

The key indicators below are those which Charnwood Borough Council indirectly impacts:

Indicator	Quarter 1	Quarter 2		Target	Commentary
KI1 - Net additional homes provided (Cumulative Target)	226 Homes	586 Homes	G	410 Homes	Very high quarter 2 figure due to the completion of Loughborough University's latest on campus student accommodation scheme which counts towards Charnwood's housing supply. Target for Quarter 4 is expected to be reached with over 1000 dwellings currently under construction.
KI2 - Number of affordable homes delivered (gross) (Cumulative Target)	45 Homes	91 Homes	G	88 Homes	Exceeded target for the Quarter. With over 200 affordable dwellings currently under construction it is expected that the target will be reached in Quarter 4.
KI13 - Percentage of Major Planning applications determined in 13 week or agreed timescale			NS		Annual Target- to be reported in Quarter 4. 95% achieved at Quarter 2.
KI14 - Percentage of Minor Planning applications determined within 8 weeks or agreed timescale			NS		Annual Target- to be reported in Quarter 4. 97% achieved at Quarter 2.
KI15 - Percentage of Other Planning applications determined within 8 weeks or agreed timescale			NS		Annual Target- to be reported in Quarter 4. 98% achieved at Quarter 2.
KI16 - Number of years housing Supply	6.41 Years		G	5 Years	Annual Target- to be reported in Quarter 1. At Quarter 1 2019/20 the 6.41 years Housing Supply was 6.41, therefore exceeding target.
KI17 - Direction of travel to 5-year housing supply	↑	↑	G		Attainment of KI16 will be maintained over the remaining quarters.

